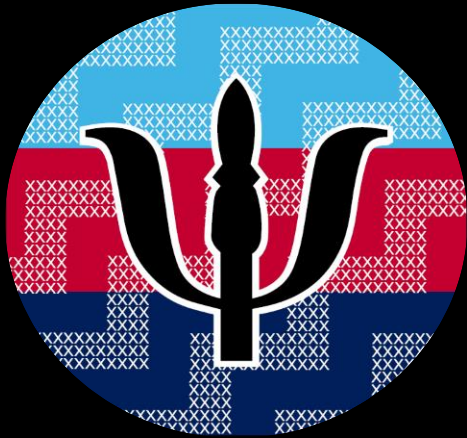




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DEFENCE FORCE

Directorate of
Psychology



MAINTAINING A HEALTHY WORKPLACE DURING CHANGE

NZDF Wednesday Wellbeing Series

04 December 2024

LTCOL Alana Stone, Director of NZDF Psychology



SO WHAT IS A HEALTHY WORKPLACE?



“A healthy workplace is one in which workers and managers collaborate to use a continual improvement process to protect and promote the health, safety and well-being of all workers and the sustainability of the workplace...”

- World Health Organisation

MAINTAINING HEALTHY WORKPLACES

WORKPLACE
HAZARDS

HEALTHY
WORKPLACE

PROTECTIVE FACTORS

JOB DEMANDS

What is expected from us
(tasks, deadlines, etc.)



RESOURCES

What we have to offer
(expertise, support, etc.)



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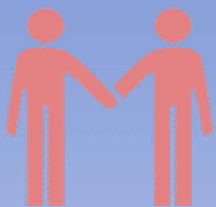


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PSYCHOSOCIAL RISKS/HAZARDS IN THE WORKPLACE



Support: A lack of social support or poor relationships with coworkers



Role clarity: Unclear job expectations or conflicting roles and responsibilities



Organisational change: Restructuring, downsizing, or mergers



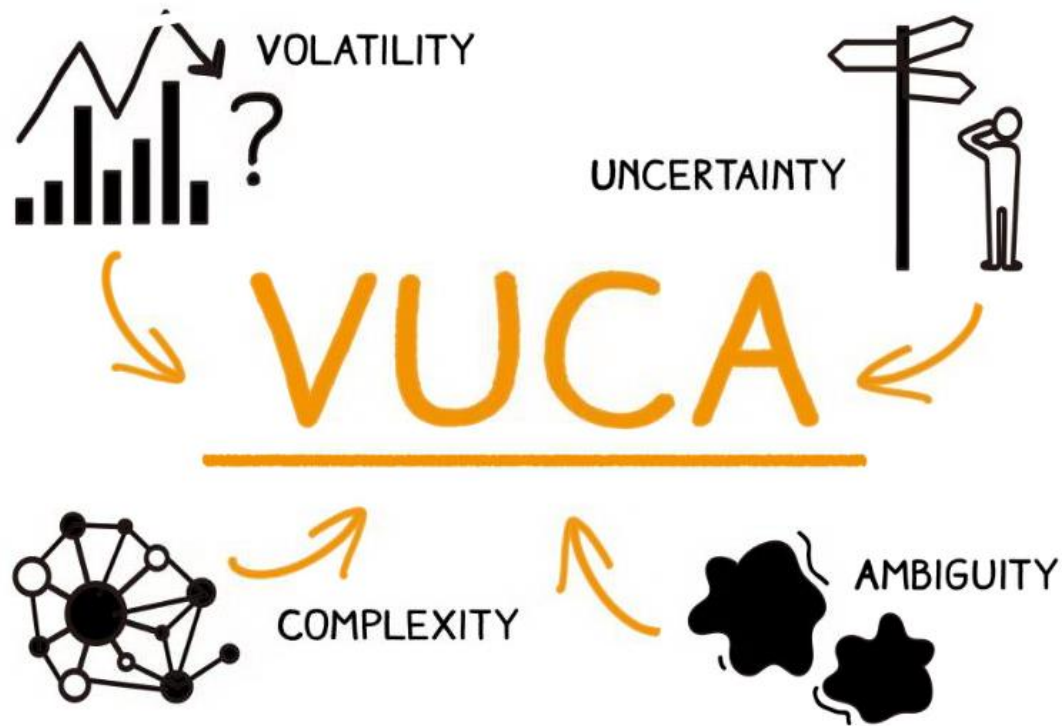
Job demands: High workloads, time pressure, and unrealistic deadlines



Control: A lack of control over one's work or the work environments.

Other hazards include inadequate reward and recognition, poor organisational justice, traumatic events or material, remote or isolated work, poor physical environment, violence and aggression, bullying, harassment and conflict.

CHANGE & UNCERTAINTY IN THE WORKPLACE



- Change in general disrupts our sense of control, and can reduce resources available to manage and cope with demands
- Change and uncertainty can be viewed as a workplace hazard, which can impact mental health and wellbeing



MAINTAINING HEALTHY WORKPLACES



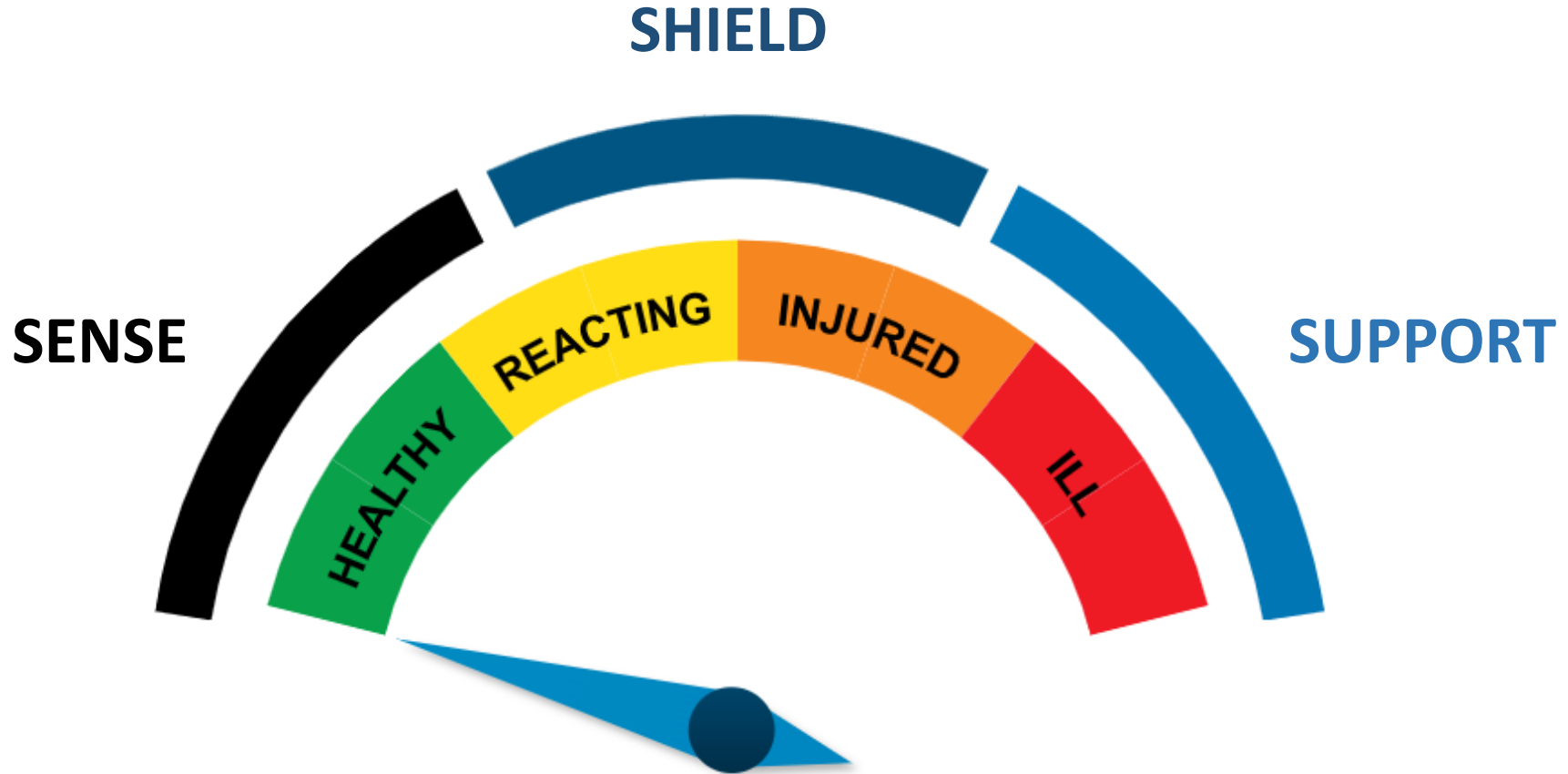


13 Protective Factors for Promoting Healthy Workplaces and Psychosocial Health & Safety at Work





TRIPLE S APPROACH TO PROTECTING AND MAINTAINING HEALTHY WORKPLACES





13 Protective Factors for Promoting Healthy Workplaces and Psychosocial Health & Safety at Work



1. Psychological and Social Support



All supportive and social interactions at work including how supported workers feel.

When it's good		When it's not	
Satisfaction Attachment Commitment Involvement Performance		Absenteeism Withdrawal Conflict Strain Turnover Unproductive Accidents	
Shield	Sense	Support	
<ul style="list-style-type: none"> Self: What makes you feel supported? Leader: How does your work unit show it's concerned for staff wellbeing? 	<ul style="list-style-type: none"> Self: How is the level of support in your unit? Leader: How does your work unit show it's concerned for staff wellbeing? 	<ul style="list-style-type: none"> Self: What helps improve the situation when you don't feel supported? Leader: How does your work unit respond when staff don't feel supported? 	

2. Organisational Culture



Positive organisational culture shares values of Courage, Commitment, Comradeship and Integrity.

When it's good	When it's not
Accountability Trust in Leaders and Staff Values lived at all levels Positive Environment	No Accountability No Trust in Leaders or Staff Inconsistent Values Negative Environment

Shield	Sense	Support
<ul style="list-style-type: none"> Self: What do you need to feel connected and respected at work? Leader: What values, beliefs and expectations do you set in your work unit? 	<ul style="list-style-type: none"> Self: How do you feel about your workplaces values, beliefs and expectations? Leader: What does a positive work environment look like for your work unit? 	<ul style="list-style-type: none"> Self: How do you look after what you value when times get tough? Leader: How do you respond when staff members or your work unit drift away from organisational values?



3. Clear Leadership & Expectations



Staff know what they need to do at work and how their work contributes to the NZDF. They are also kept informed about changes effecting the workplace.

When it's good	When it's not
Morale Resilience Trust Well-being Fewer Sick Days Less Conflict Productivity	Staff Burnout Unsustainable Outcome Focus No Individual Consideration Productivity Loss

Shield	Sense	Support
<ul style="list-style-type: none"> Self: How can you gain greater clarity about what is expected of you? Leader: How can you increase role clarity and the meaning your staff associate with their role? 	<ul style="list-style-type: none"> Self: What are your responsibilities as a worker? Leader: How well do your workers understand their roles and how those roles contribute to the NZDF? 	<ul style="list-style-type: none"> Self: How do you respond when you are unclear about what you are doing or why? Leader: How do you respond when your staff are unclear about what is expected of them?

4. Civility & Respect



All staff are considerate and fair in their interactions with others.

When it's good	When it's not
Respectful Interactions Conflict & Inappropriateness Managed Fair Treatment	Emotional Exhaustion Unmanaged Conflict Turnover Grievances & Complaints

Shield	Sense	Support
<ul style="list-style-type: none"> Self: How can you acknowledge the value of other team members? Leader: How can you create an environment of civility and respect? 	<ul style="list-style-type: none"> Self: When have you felt included or recognised at work? Leader: How do you and other leaders in your work unit relate to one another? 	<ul style="list-style-type: none"> Self: What can you do when you don't feel included or recognised? Leader: What do you do when you or another leader demonstrates incivility or disrespect?



5. Psychological Competencies & Demands



How the interests, skills and emotional capability of the worker match the demands of the role.

When it's good	When it's not
Better Health Greater Esteem Higher Performance Satisfaction Retention	Distress Lack Enjoyment Defensiveness Conflict Poor Productivity Turnover

Shield	Sense	Support
<ul style="list-style-type: none"> Self: What feedback or development will help sustain your performance in your role? Leader: What ongoing training can you provide to sustain performance? 	<ul style="list-style-type: none"> Self: How do your interests, values, skills and abilities align with your role? Leader: How do you and other leaders in your work unit relate to one another? 	<ul style="list-style-type: none"> Self: How do you recover a sense of competence after setbacks? Leader: How can you restore a sense of competence in your workers?



6. Growth & Development



Support and encouragement in development of interpersonal, emotional and job skills at work.

When it's good	When it's not
Well-being Satisfaction Sense of Appreciation Goal Commitment Org Commitment	Reduced well-being Disengagement Distress Conflict Reduced Performance

Shield	Sense	Support
<ul style="list-style-type: none"> Self: What development opportunities will best set you up for success? Leader: Ask "What can we do as a team to further grow and develop?" 	<ul style="list-style-type: none"> Self: How does your workplace encourage and support your development? Leader: How do you encourage and support worker development? 	<ul style="list-style-type: none"> Self: What development options are currently available/achievable to you? Leader: What development options are currently available/achievable for your staff?

7. Recognition & Reward



Appropriate acknowledgement and appreciation of worker efforts.

When it's good		When it's not	
Motivation Self-esteem Team Success Mutual Respect Pride in Work		Reduced Confidence Demoralised Distress Burnout Psych Disorder	
Shield	Sense	Support	
<ul style="list-style-type: none"> Self: How would you like to be shown appreciation for the work that you do? Leader: How would you like to show appreciation for the work that your staff do? 	<ul style="list-style-type: none"> Self: How does your workplace encourage and support your development? Leader: How do you show appreciation for your team members? 	<ul style="list-style-type: none"> Self: What else can be done to acknowledge your efforts? Leader: How can you show recognition the way others want to be recognised? 	



8. Involvement & Influence



Inclusion in discussions and decisions that impact your job.

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When it's good	When it's not
Morale Job Involvement Well-being Creativity Job Satisfaction	Indifference Helplessness Job-alienation Non-involvement Cynicism Burnout

Shield	Sense	Support
<ul style="list-style-type: none"> Self: How can you increase your comfort and the comfort of others to input in team discussions? Leader: How can you encourage input, feedback and choice in your teams? 	<ul style="list-style-type: none"> Self: How comfortable are you providing input and feedback within your team? Leader: How much input and feedback do you receive from your team? 	<ul style="list-style-type: none"> Self: What helps you stay effective when input and feedback is not acted on? Leader: What helps recover relationships when you have not acted on team advice or feedback?



9. Workload Management



Support to complete assigned tasks and responsibilities successfully.

When it's good		When it's not	
Concentration Clear Goals Adaptability Job Satisfaction High Performance		Strain Physical Fatigue Emotional Fatigue Reduced Accomplishment Sense of Inadequacy	

Shield	Sense	Support
<ul style="list-style-type: none"> Self: What can you put in place now that will help when work demands increase? Leader: How can you support your team during busy times of the year? 	<ul style="list-style-type: none"> Self: What do you notice about yourself when feeling overwhelmed at work? Leader: How well do your teams manage the work expected of them? 	<ul style="list-style-type: none"> Self: What can you do if you are feeling overwhelmed at work? Leader: How do you restore team members or teams that are overwhelmed?



10. Engagement



Level of motivation, connection and commitment to role, co-workers and NZDF.

When it's good	When it's not
Job Satisfaction Psychological Health Morale Motivation Higher Performance	Dissatisfaction Psych & Medical Concerns Withdrawal Turnover Underperformance

Shield	Sense	Support
<ul style="list-style-type: none"> Self: How would you like to improve areas of your job that don't bring you enjoyment? Leader: How could you promote engagement and connection with work? 	<ul style="list-style-type: none"> Self: What aspects of your work do you enjoy / not enjoy? Leader: How does your team talk about their work, what is the emotional tone? 	<ul style="list-style-type: none"> Self: What will help you re-engage with your role, your team and the NZDF? Leader: How do you respond when team members are frustrated or disengaged?



11. Balance



Ability and support to manage demands of work, family and personal life.

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When it's good	When it's not
Feel Valued Reduced Stress Sense of Control Well-being Satisfaction Higher Performance	Constant Fatigue No Progress Job Stress Dissatisfaction Physical & Mental Absence

Shield	Sense	Support
<ul style="list-style-type: none"> Self: What can you do now that will increase your ability to balance work and home life? Leader: How can you help your team balance work and home life? 	<ul style="list-style-type: none"> Self: What does it look like when you are successfully managing your roles at work and home? Leader: How effectively does your team manage work and home responsibilities? 	<ul style="list-style-type: none"> Self: What has worked previously when certain responsibilities require more energy? Leader: How do you support those overwhelmed by home and work responsibilities?



12. Psychological Protection



Environment is free from bullying, harassment, stigma and discrimination.

When it's good		When it's not	
Feel Valued Reduced Stress Sense of Control Well-being Satisfaction Higher Performance		Constant Fatigue No Progress Job Stress Dissatisfaction Physical & Mental Absence	

Shield	Sense	Support
<ul style="list-style-type: none"> Self: What can you do to help you and other colleagues feel comfortable at work? Leader: How can you get to know your team members as people and build connections? 	<ul style="list-style-type: none"> Self: How comfortable are you being yourself at work? Leader: What are some reasons team members might hold back their authentic self at work? 	<ul style="list-style-type: none"> Self: What helps you to recover when you feel dismissed or disregarded? Leader: How do you respond when a team member disrespects or disregards another team member?



13. Protection of Physical Safety



Workers protected from injury and illness and can do their job safely.

When it's good	When it's not
Feel Secure Engagement Reduced Distress	Insecurity Disengagement Injury & Illness

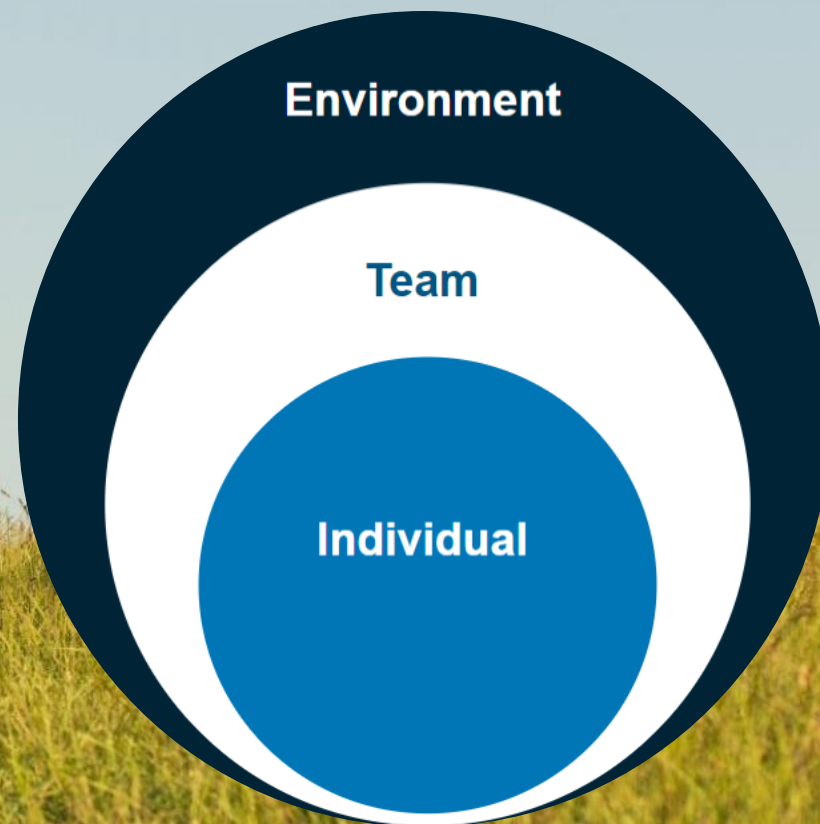
Shield	Sense	Support
<ul style="list-style-type: none"> Self: How do you ensure the physical safety of yourself / other team members at work? Leader: How can you improve physical preventative measures in your teams work? 	<ul style="list-style-type: none"> Self: How safe do you feel at work? Leader: How is physical safety prioritised at work? 	<ul style="list-style-type: none"> Self: What can you do to help yourself / others after times when you feel unsafe? Leader: How do you respond when team members are reporting an activity as unsafe?



MAINTAINING HEALTHY WORKPLACES



INDIVIDUALS & THE IMPORTANT ROLE OF LEADERS





TRIPLE S APPROACH TO PROTECTING AND MAINTAINING HEALTHY WORKPLACES



Shield: Leader actions that contribute to the maintenance of mental health and well-being.

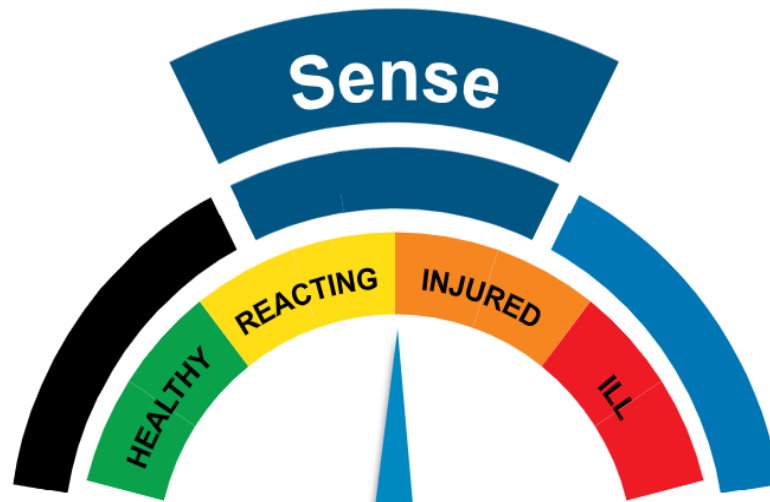
Sense: Leader actions to detect shifts along the continuum and provide early support.

Support: Leader actions that support the member as they work toward recovery.

- Strengthen your team's sense of community & shared purpose
- Share information & provide clear expectations
- Encourage individual growth & development
- Allow for input into decision making
- Monitor workload & prioritize accordingly
- Check in regularly & monitor well-being
- Celebrate successes & provide constructive feedback
- Identify & resolve problems early
- Ensure recovery
- Emphasize/encourage use of mental skills
- Engage in positive coaching behaviour
- Anticipate/discuss challenges
- Discuss plans for managing challenges/adverse events



TRIPLE S APPROACH TO PROTECTING AND MAINTAINING HEALTHY WORKPLACES



Shield: Leader actions that contribute to the maintenance of mental health and well-being.

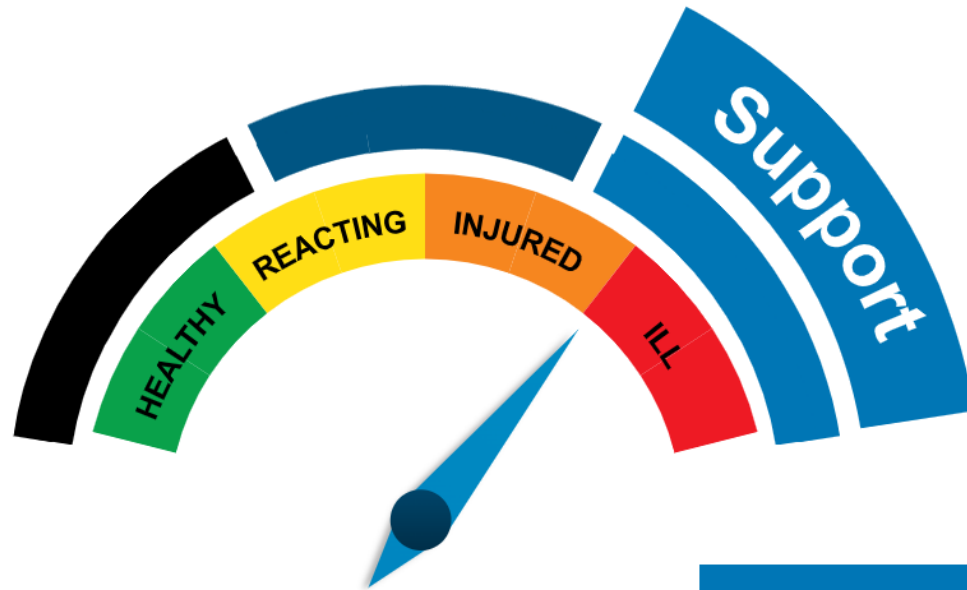
Sense: Leader actions to detect shifts along the continuum and provide early support.

Support: Leader actions that support the member as they work toward recovery.

- Encourage self-monitoring/monitor performance (performance and mental health)
- Focus on coping (team/individual)
- Provide constructive feedback
- Ensure recovery (realign tasks as required)
- Help with setback management
- Monitor well-being and take action when changes are noted
- Provide emotional support
- Know/refer to resources
- Recognize the demand for change and adjust procedures where needed
- Help regain situational awareness/focus
- Identify & resolve problems
- Remain calm, keep people informed



TRIPLE S APPROACH TO PROTECTING AND MAINTAINING HEALTHY WORKPLACES



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Sense: Leader actions to detect shifts along the continuum and provide early support.

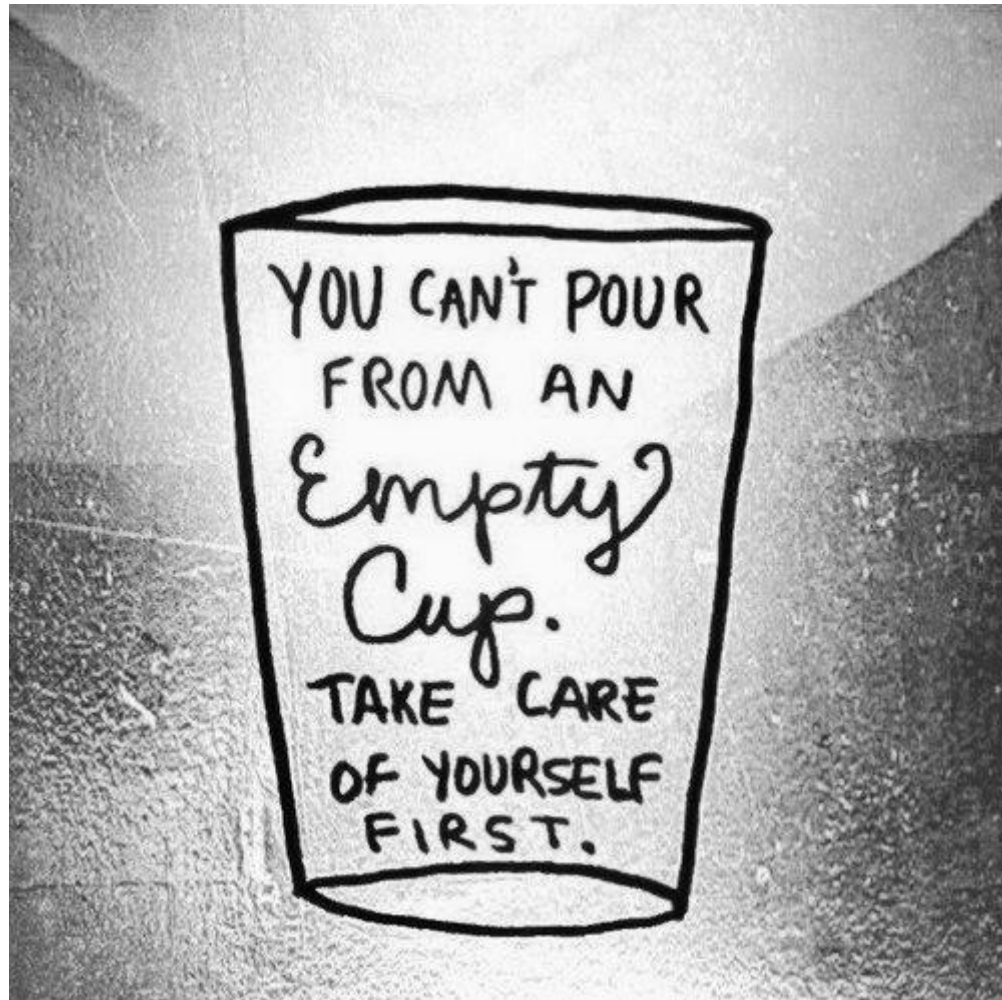
Support: Leader actions that support the member as they work toward recovery.

- Establish a command climate that supports and encourages help-seeking behaviour
- Provide time for medical appointments
- Clearly demonstrate that seeking help is encouraged, valued and expected
- Encourage individuals to talk to you and provide emotional support
- Expect that people will recover
- Respect Medical Employment Limitations & confidentiality
- Adjust communication style to facilitate effective interaction given individual personality or emotional state
- Manage unacceptable behaviours

Final Tips for Maintaining a Healthy Workplace During Change



- View times of change within the workplace as inherently increasing demands on those within it
- Be aware of and promote activities within your workplace that enable the 13 protective factors of a healthy workplace.
- Use the Sense, Shield & Support Model to think about your interaction with the workplace both as an individual and leader



Additional Support Available through NZDF

0800 NZDF4U

Headspace Mindfulness App

Defence Health Websites (internal/external)

<https://health.nzdf.mil.nz/>

<http://orgs/sites/nzdf-health/mentalhealth.html>





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