LEADERSHIP CAPABILITIES FOR EMPLOYEE WELLBEING

As/Prof Ben Farr-Wharton
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Leadership futures: thoughts for aspiring leaders

- Leadership: Where we came from

- Leadership: Where we are going

- Leadership: Getting practical

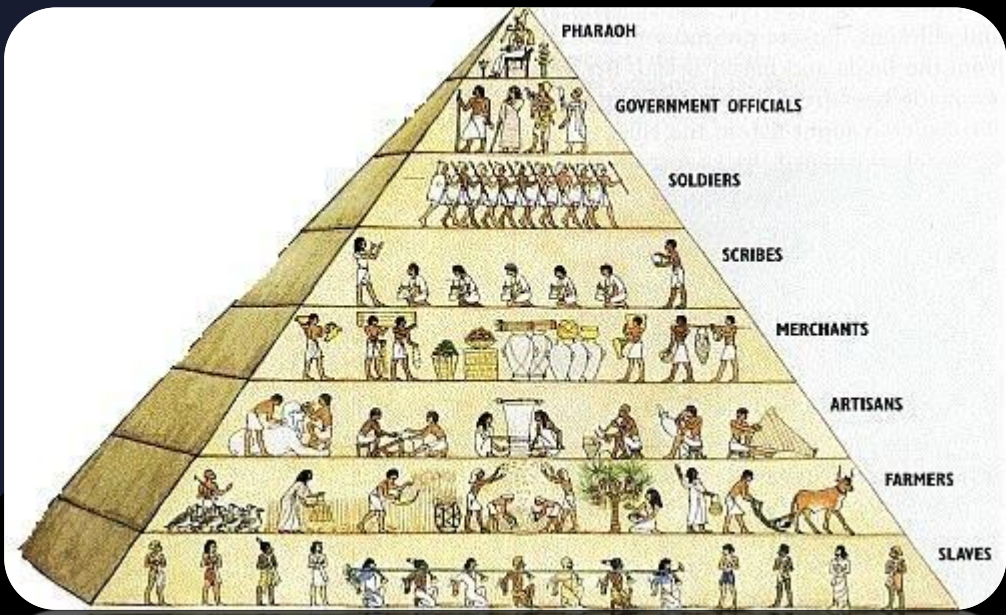WHAT'S ONE BEHAVIOURAL TRAIT THAT YOU HAVE, THAT IS ALSO SHARED BY ONE OF YOUR PARENTS?
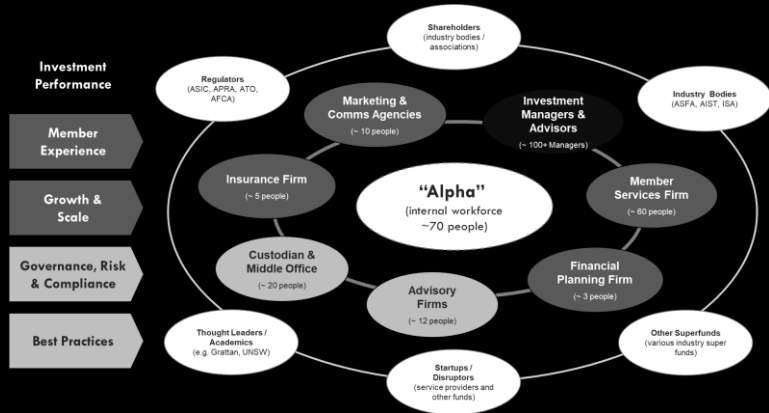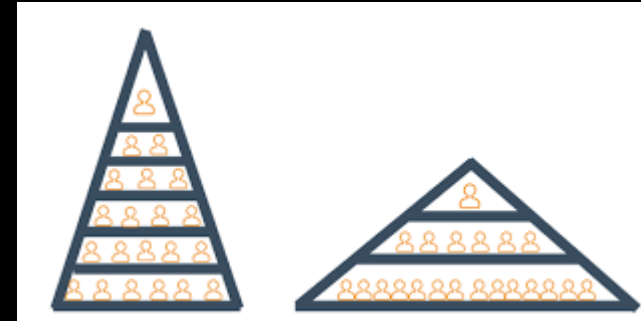
200,000 years

12,000 years

5,000 years

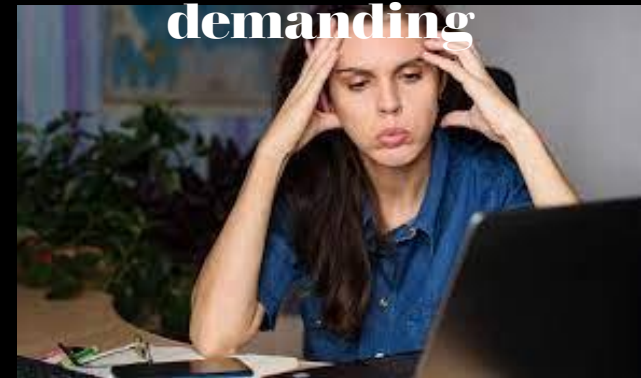# HOW IS BUSINESS, AND LEADERSHIP, CHANGING

Outsourced

Flatter

Technologically-enabled

Creative – but cognitively-demanding

Diverse

100 years ago we managed differently

- Larger organisations – more resourcing, command and control, clear distinction about what each division did,

- One gender (predominantly) in organisations

- Clear societal expectations about work and non-work time (albeit unfair)

- No emails! No computers!

- Organisations 'made' stuff; no organisations create knowledge, innovations and value

WE ARE 'RUNNING INTO TROUBLE' WHEN WE APPLY OLD MANAGEMENT TO NEW ORGANISATIONS
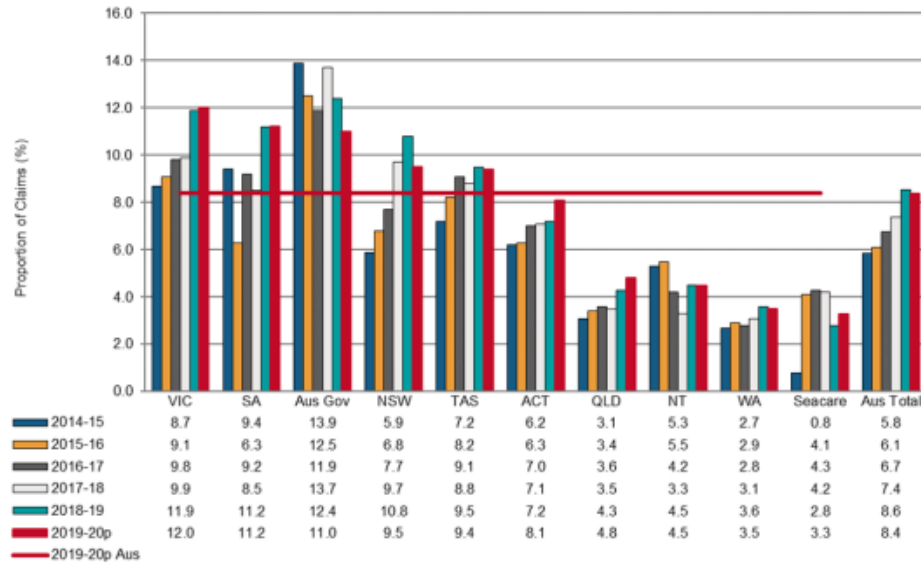
Mental stress

Indicator 10e shows the proportion of serious claims due to Mental stress in Australia increased from 5.8% in 2014–15 to 8.6% in 2018–19. In 2019–20p:
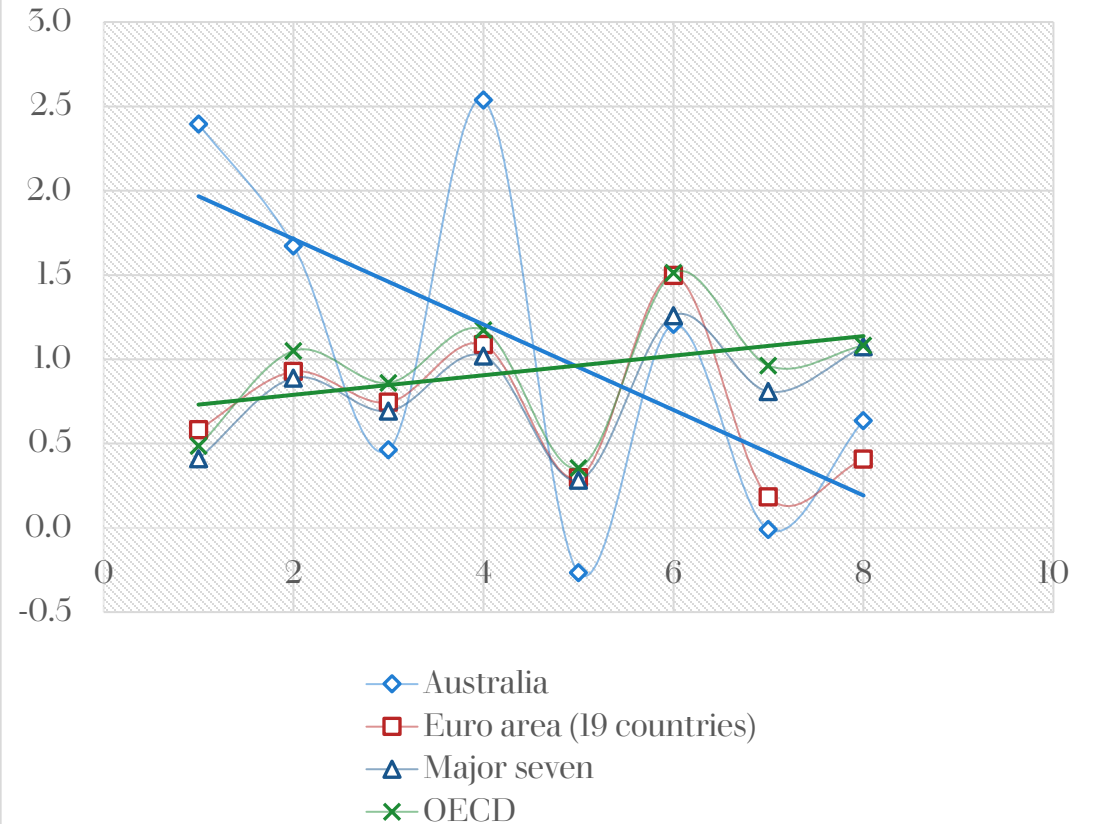
- Victoria had the highest proportion of Mental stress claims (12.0%).
- Seacare recorded the lowest proportion of Mental stress claims in the same year (3.3%). However, this has increased from 0.8% in 2014–15.

New South Wales (↑ up 83%), Queensland (↑ up 39%), Victoria (↑ up 37%), Western Australia (↑ up 33%) and Tasmania (↑ up 32%) all recorded notable increases in the proportion of Mental stress claims between 2014–15 and 2018–19.

Indicator 10e – Proportion of serious claims involving Mental stress by jurisdiction

	VIC	SA	Aus Gov	NSW	TAS	ACT	QLD	NT	WA	Seacare	Aus Total
2014-15	8.7	9.4	13.9	5.9	7.2	6.2	3.1	5.3	2.7	0.8	5.8
2015-16	9.1	6.3	12.5	6.8	8.2	6.3	3.4	5.5	2.9	4.1	6.1
2016-17	9.8	9.2	11.9	7.7	9.1	7.0	3.6	4.2	2.8	4.3	6.7
2017-18	9.9	8.5	13.7	9.7	8.8	7.1	3.5	3.3	3.1	4.2	7.4
2018-19	11.9	11.2	12.4	10.8	9.5	7.2	4.3	4.5	3.6	2.8	8.6
2019-20p	12.0	11.2	11.0	9.5	9.4	8.1	4.8	4.5	3.5	3.3	8.4
2019-20p Aus											

Labour Productivty Growth, Total Economy: GDP per hour worked, average annual growth rate

A leadership framework for 'Now'

SIGNal

1. Supportive

Leaders develop relational leadership competencies and strategies for connecting with, coordinating, and supporting their team wherever they are working, including workers based at home and those with vulnerabilities. Competencies include strategies for navigating personal and emotional issues arising through their interaction with team members. This strategy can proactively manage psychosocial risks such as social isolation, work-family conflict, job insecurity, and role clarity, as well as providing support to vulnerable workers in the team.

2. Inclusive

Leaders develop competencies and strategies for the development of an inclusive team climate, utilising inclusive leadership approaches that recognise uniqueness and enhance excellence in diversity management, team trust in the leader, and team belonging. This approach is fundamental to managing interpersonal psychosocial hazards such as bullying and sexual harassment, while providing support to team members and creating a psychologically safety work climate.

3. Growth-oriented

Through recognition of potential and achievement, leaders develop resilience building competencies and strategies for both their own growth and that of their team members. These capacities help members to maintain wellbeing and performance during periods of high job demands and grow as a result of such experiences. This strategy can help promote personal and team resilience and coping resources and reduce the risk of harm from psychosocial hazards.

4. Now oriented

New ways of working require new ways of leading. Leaders develop competencies and strategies for outcomes-based performance management relevant to today's workplace, setting goals for performance in partnership with workers and providing feedback at appropriate points. This strategy is crucial where leaders need to develop trust and where workers are based at home or in remote work situations. Leaders enhance their skillset around virtual leadership for their team members who work remotely or alone, in leading older members of their team effectively to maintain a sustainable ageing workforce, and to developing effective ways to lead through changes to work brought about through new technologies.

Technical expert
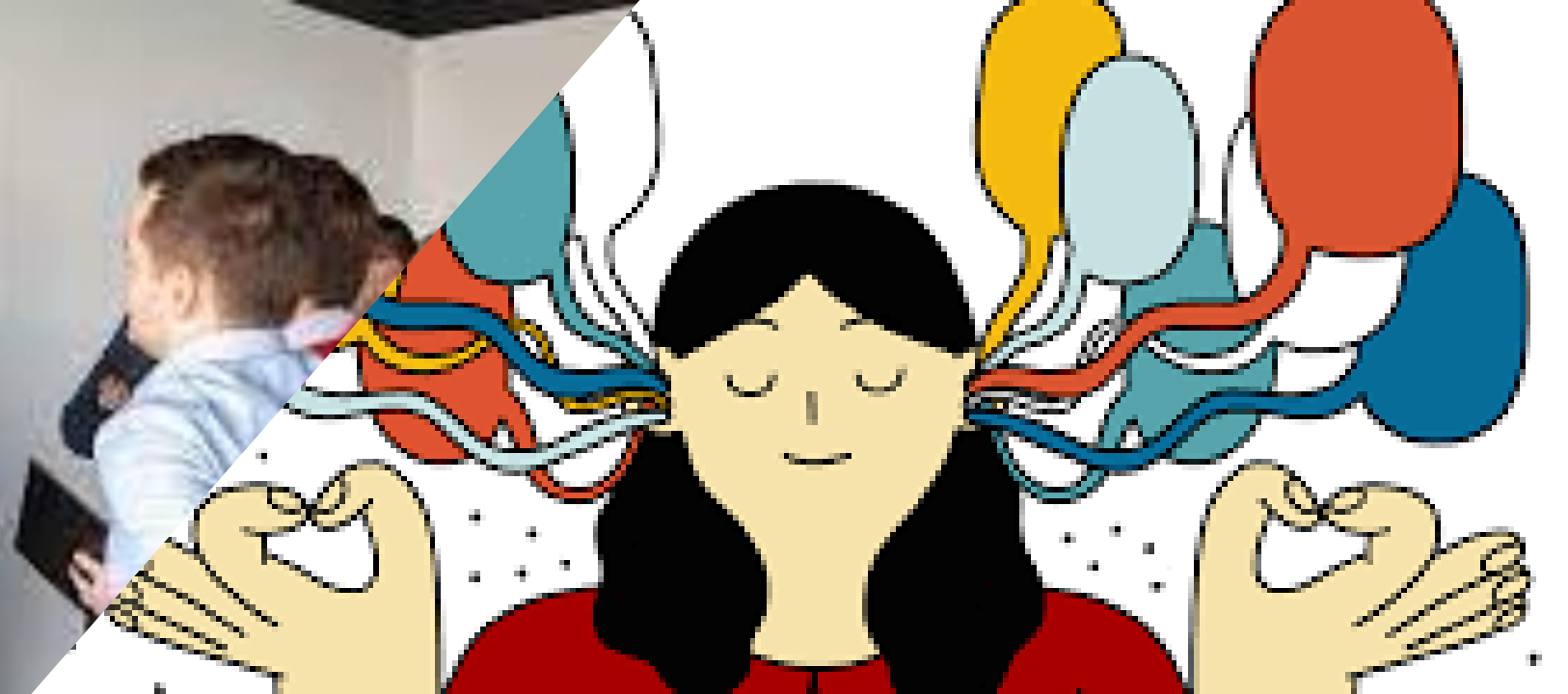
People Champion

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