

Mental wellbeing in an age of virtual & hybrid working

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COVID-19 pressures



- Health & safety
- Lockdown
- En-masse WFH
- Furloughing
- Redundancies
- Social isolation
- Return to work

Do we have a decent work-life balance?



Hours overworked per week



(Hours actually worked) > (hours would realistically like to work)

n=5,136; CIPD/YouGov www.cipd.co.uk/goodwork

How do we compare?



How often demands of job interfere with family life (ranked least often first)

| | | |
|-------------|-------------------|--------------------------|
| 1 Hungary | 10 Iceland | 19 Germany |
| 2 Estonia | 11 Switzerland | 20 France |
| 3 Austria | 12 Norway | 21 New Zealand |
| 4 Latvia | 13 Czech Republic | 22 Sweden |
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| 8 Japan | 17 Denmark | |
| 9 Slovenia | 18 Spain | |

International Social Survey Programme (ISSP) 2015

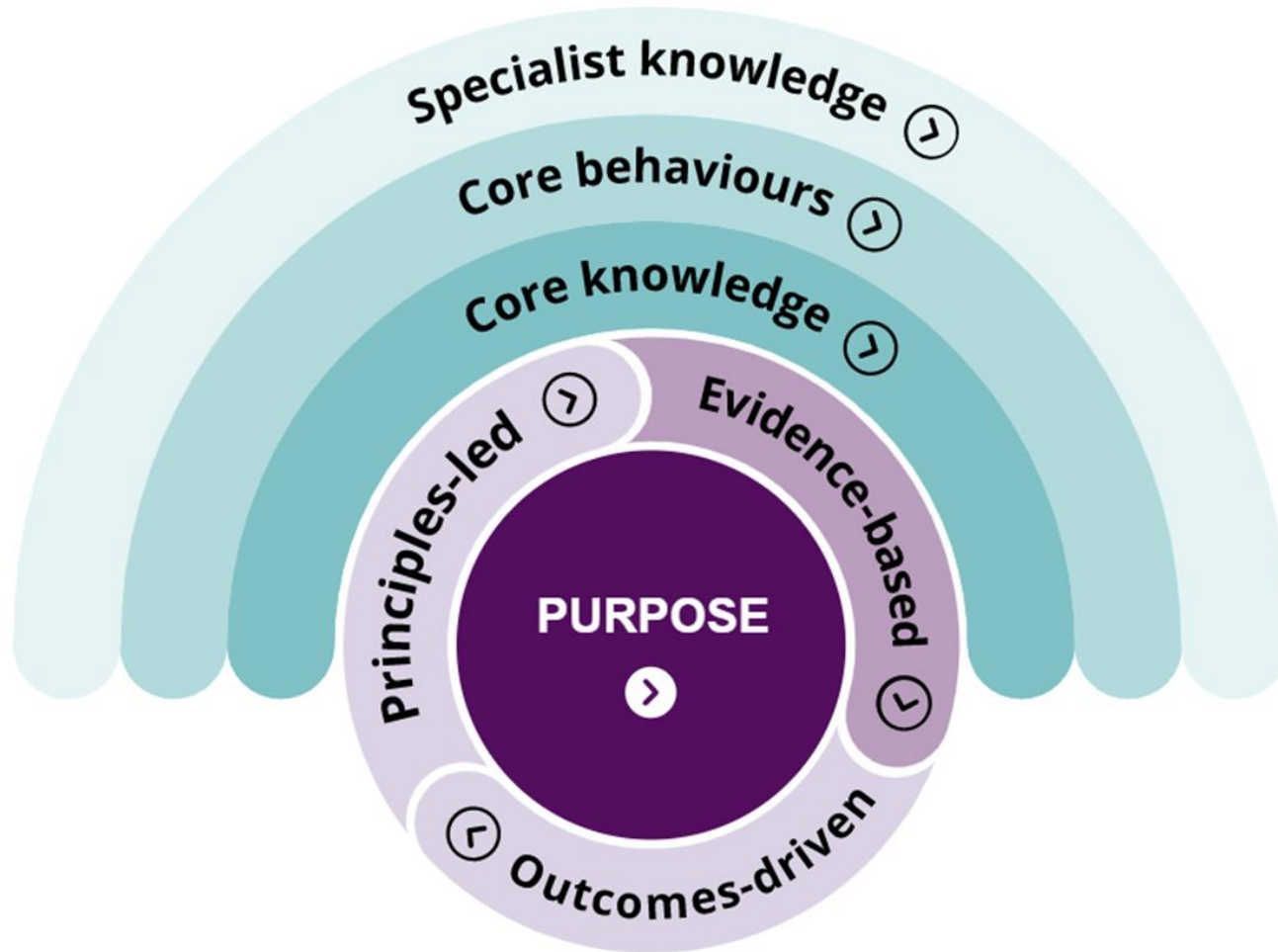
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Cause & effect questions

- *What works* in managing effective virtual teams?
- Does digital work *affect* mental wellbeing?
- *How can we* help employees be more resilient?

CIPD Profession Map



CEBM

The Centre for Evidence-Based Medicine develops, promotes and disseminates better evidence for healthcare.

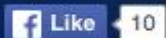


Center for Evidence-Based Education (CEBE)

Shaping, Supporting & Sustaining Transformation

...Every Piece Counts

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Welcome to the Center for Evidence-Based Management

The Center for Evidence-Based Management (CEBMa) is the leading authority on evidence-based practice in the field of management and leadership. We are an independent, non-profit foundation that provides support and education to managers, leaders, consultants, teachers, and others who want to enhance their understanding of how an evidence-based approach helps people in organizations make better decisions.



WHAT IS EVIDENCE-BASED MANAGEMENT?



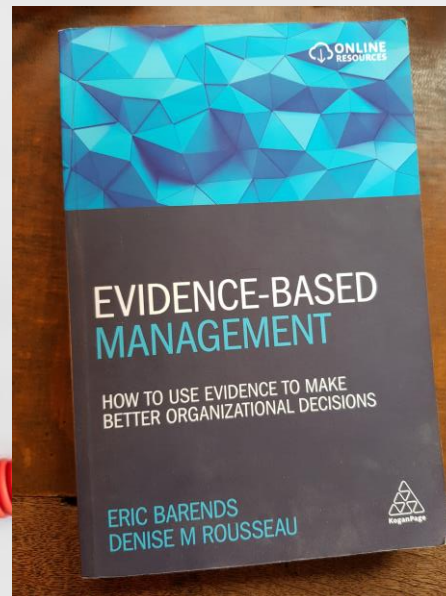
CIPD

CIPD factsheet: evidence-based practice

www.cipd.co.uk/knowledge/strategy/analytics/evidence-based-practice-factsheet

Center for Evidence-Based Management

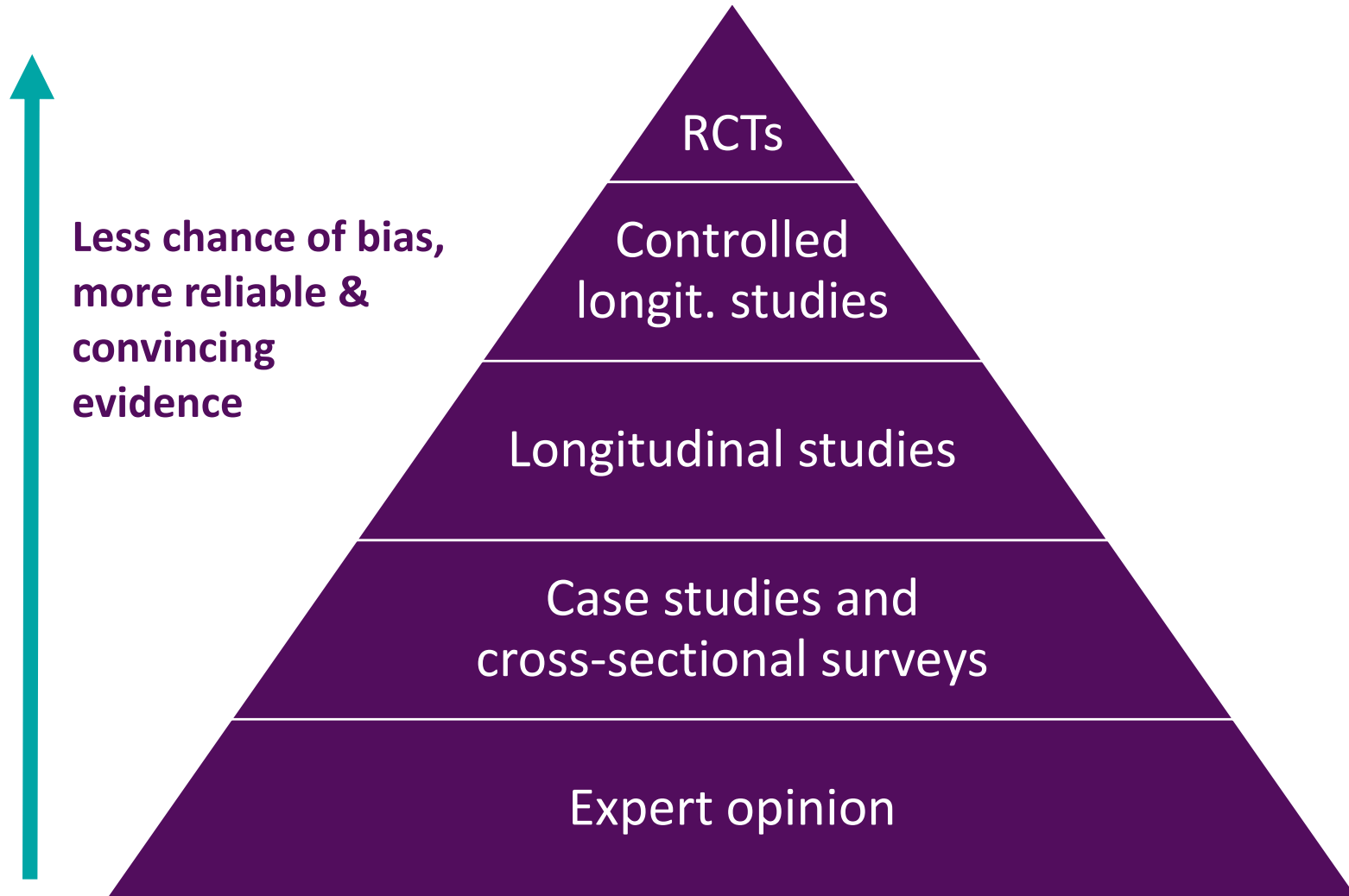
www.cebma.org



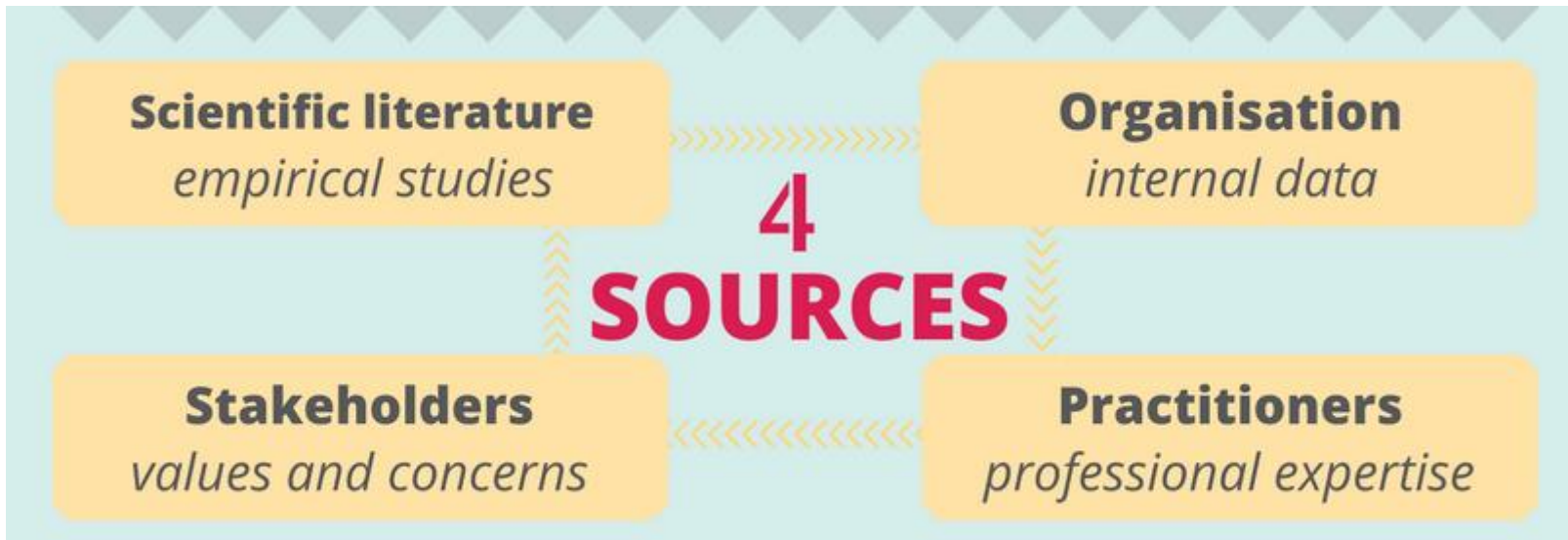
EBP is an established process, focused on making better decisions ...

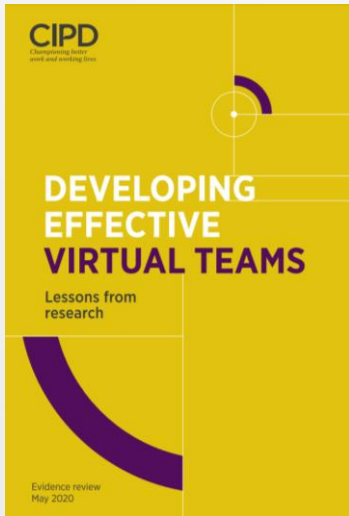


Cause & effect hierarchy of evidence



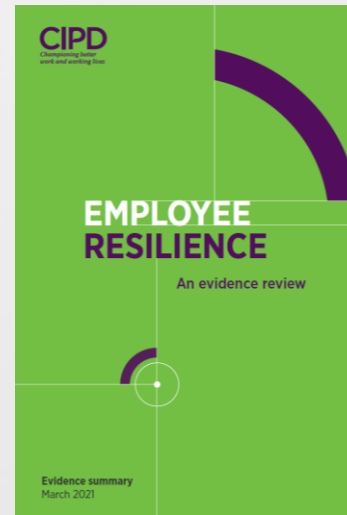
EBP draws together evidence from:



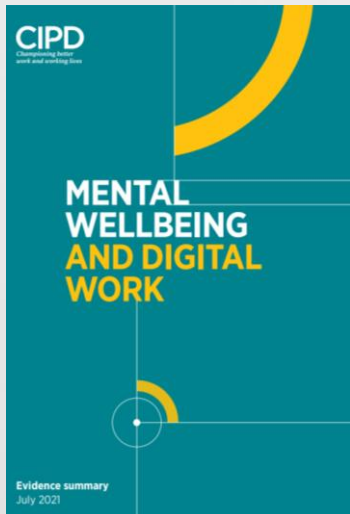


cipd.co.uk/virtualteams

cipd.co.uk/evidence-resilience



Coming soon: cipd.co.uk/evidence-mental-wellbeing



#1 Digital work and mental wellbeing



Digital working: free to roam, or *technostress*?



There is no direct evidence of an association between digital work and mental wellbeing.

Teens, tech and mental health: Oxford study finds no link



GETTY IMAGES

There remains "little association" between technology use and mental-health problems, a study of more than 430,000 10 to 15-year-olds suggests.

The Oxford Internet Institute compared TV viewing, social-media and device use with feelings of depression, suicidal tendencies and behavioural problems.

How does work affect mental health?

| | Effect size | Effect on absence (ADY/100) |
|-------------------------|-------------|-----------------------------|
| Bullying | ●●●○○ | +58 to 103 |
| Long working hours | ●●●○○ | +80 |
| Perceived injustice | ●●●○○ | +13 to 80 |
| Sense of coherence | ●●○○○ | -18 to 52 |
| Effort-reward imbalance | ●●○○○ | +14 to 44 |
| Organisational change | ●●○○○ | +9 to 37 |
| Job control or autonomy | ●●○○○ | -12 to 21 |
| Social support | ●●○○○ | -15 |
| Job demands | ●●○○○ | +2 to 13 |

Effect size: ●○○○○ very small to ●●●●● very large
 ADY/100: change in days' absence per year per 100 employees

Digitally related risk factors



**LACK OF
CONTROL**



HIGH DEMANDS



**LONG WORKING
HOURS**



Always on

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#2 Effective 'hybrid working' / virtual teams



<<< Team 'virtuality' is a continuum >>>

Links to wellbeing etc

Team virtuality may affect wellbeing and other worker outcomes (e.g. job satisfaction, organisational commitment) but the effects are small and findings are inconclusive (e.g. overlap with telecommuting and flexible working)



More of the same, please

The factors that make for healthy, effective virtual teams are the same as for F2F teams, but more important and harder to achieve.



Factor #1: trust & social cohesion



Factor #2: knowledge sharing

Factor #3: media-rich communication



#3 Employee resilience



Resilience:
keep going &
bounce back

*stay mentally &
physically healthy
through traumatic
events*

*rebound or recover
from adversity*



Top 10 outcomes related to resilience

- 1 general wellbeing
- 2 psychological stress
- 3 proactive work behaviour
- 4 creative behaviour
- 5 commitment to change
- 6 task & 'contextual' performance
- 7 work engagement
- 8 organisational commitment
- 9 burnout, emotional exhaustion
- 10 job satisfaction.

A middle-aged man with grey hair and a beard, wearing a white dress shirt and a patterned tie, is sitting at a desk in an office. He is looking directly at the camera with a slight smile. The background shows a window with a view of a building outside.

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work and working lives*

**Whose responsibility
is resilience?**

The nature of resilience

Psychological trait:
stable personal attribute

Psychological state:
variable, affected by context
& behaviours





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***“You just need to be
more resilient”***

**No: manager behaviour
affects employees’
resilience**

Interventions



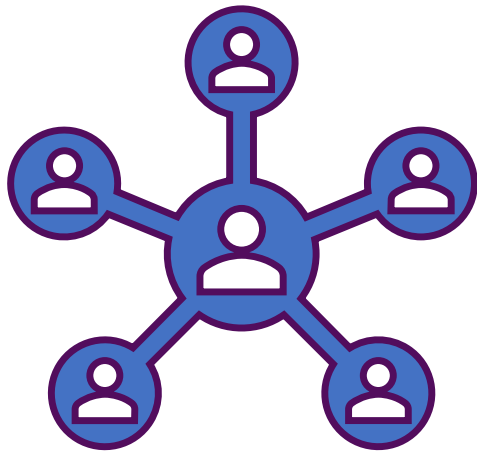
A young man with dark hair and glasses, wearing a red and grey striped sweater, is sitting at a wooden desk in a home office. He is smiling and talking on a black mobile phone held to his ear. His left hand is raised in a gesture, palm facing forward. On the desk in front of him is an open notebook and some papers. To his left is a large computer monitor. The background shows a kitchen area with white cabinets, a sink, and a refrigerator. The lighting is warm and indoor.

**Can training protect
& build employee
resilience?**



Mixed approach, e.g. self-awareness & small group discussions *in combination with* goal-setting & coaching.

F2F & intensive best.



Top 5 influences on employee resilience

Social support

Leader–member exchange

Self-efficacy

Positive emotions & optimism

Sense of coherence



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Help individuals develop effective work habits, be confident in their roles & understand what's going on.

Help teams build supportive mutually beneficial relationships, & happy optimistic environments.

A woman with curly hair, wearing a white top, is seated at a table. She is looking towards the camera with a slight smile. Her hands are clasped on the table in front of her. The background is softly blurred, showing what appears to be an indoor setting with large windows.

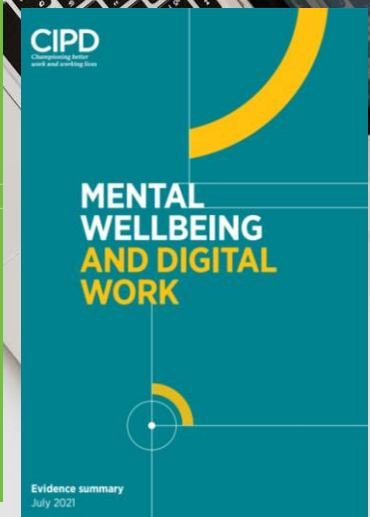
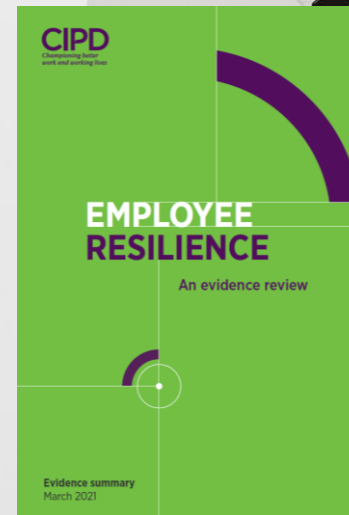
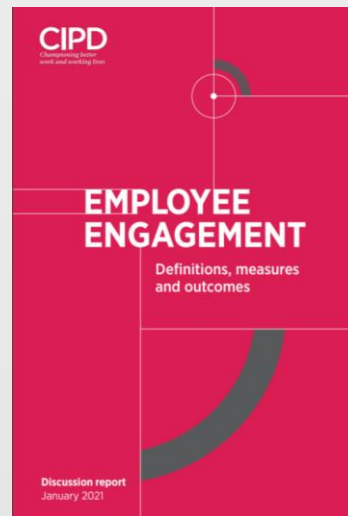
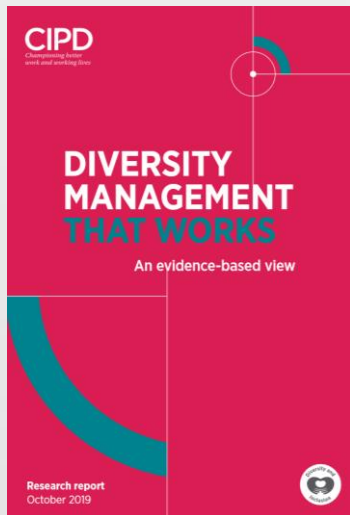
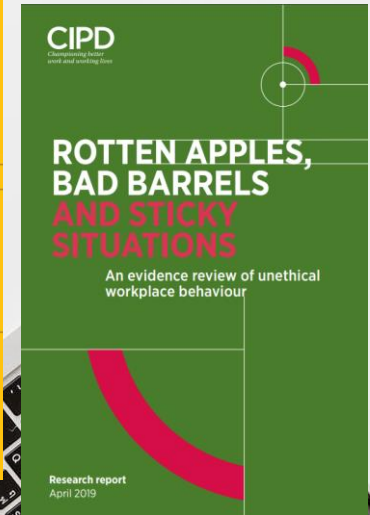
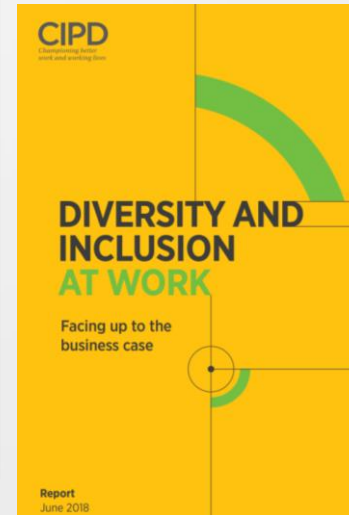
Most effective mental health interventions

- mental health literacy
 - CBT stress management
 - resilience training
 - contemplative interventions (e.g. mindfulness)
-
- ...but inconclusive evidence & small effects

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Evidence reviews online, *CIPD Evidence Hub* coming soon

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Thanks!

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