

How Reimagining the Role of **Leadership Development** Can Unlock **Greater Well-being at Work**

Learning Objectives

Describe how leadership development can support the health, well-being, and safety of your workforce

Identify leadership skills and competencies that can build a healthy and inclusive workplace culture

Learn how OhioHealth successfully leveraged their Leadership Academy during the pandemic to support employee well-being



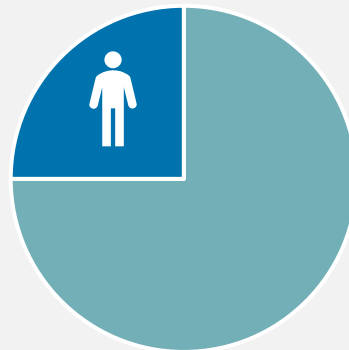
Alice Wheeler
Vice President,
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Advisor,
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“For **69%** of people, their manager has **MORE** impact on their mental health than their therapist or doctor – and it’s equal to the impact of their partner”


Nearly **25%**
of an **employee's well-being** can be
accounted for by their **manager**



People leaders are your stewards of well-being

Workplace **stressors**:

- + Interpersonal conflict
- + Lack of supervisor support
- + Low job control
- + Task overload
- + Low social support
- + Work-family imbalance
- + Organizational injustice

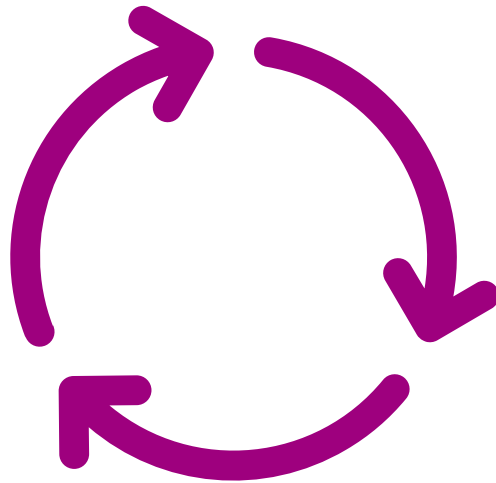


Regular exposure to workplace **stressors** increases a person's risk of being diagnosed with a **chronic disease** (cancer, heart disease, diabetes, etc.) by

35% - 55%

Psychological Safety at work:

Comfort
admitting
mistakes



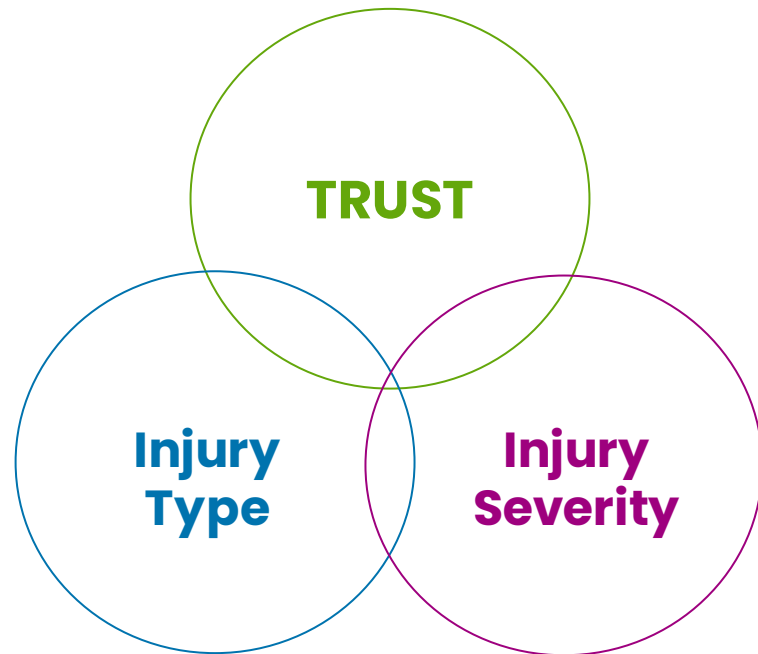
Learning from
failure

Everyone openly
shares ideas

Positive team climate is the most important driver of psychological safety and most likely to occur when **leaders demonstrate supportive, consultative, empathetic behaviors**, then challenge their teams.

Trust and Safety in the Workplace

The Workers Compensation Institute identified **TRUST** as a *key predictor* of worker outcomes.



Trust and Psychological Safety

- + Reduces problems from overwork, lack of sleep, and shortcuts
- + Employees aren't afraid to speak up and report problems
- + If injury occurs, employees are more likely to remain engaged and invested in their recovery for a successful return to work
- + Litigation due to injury is less likely

The Great Stay

People won't quit their company; they'll just **quiet-quit** their manager

Top reasons for leaving during the Great Resignation

- + **54%** don't feel valued by their organization
- + **52%** don't feel valued by their manager
- + **51%** don't feel a sense of belonging at work

“

A toxic corporate culture is by far the strongest predictor of industry-adjusted attrition and is 10 times more important than compensation in predicting turnover.

—DONALD SULL, CHARLES SULL & BEN ZWEIG

“Toxic Culture Is Driving the Great Resignation”
MIT Sloan Management Review

dare to lead
with BRENÉ BROWN

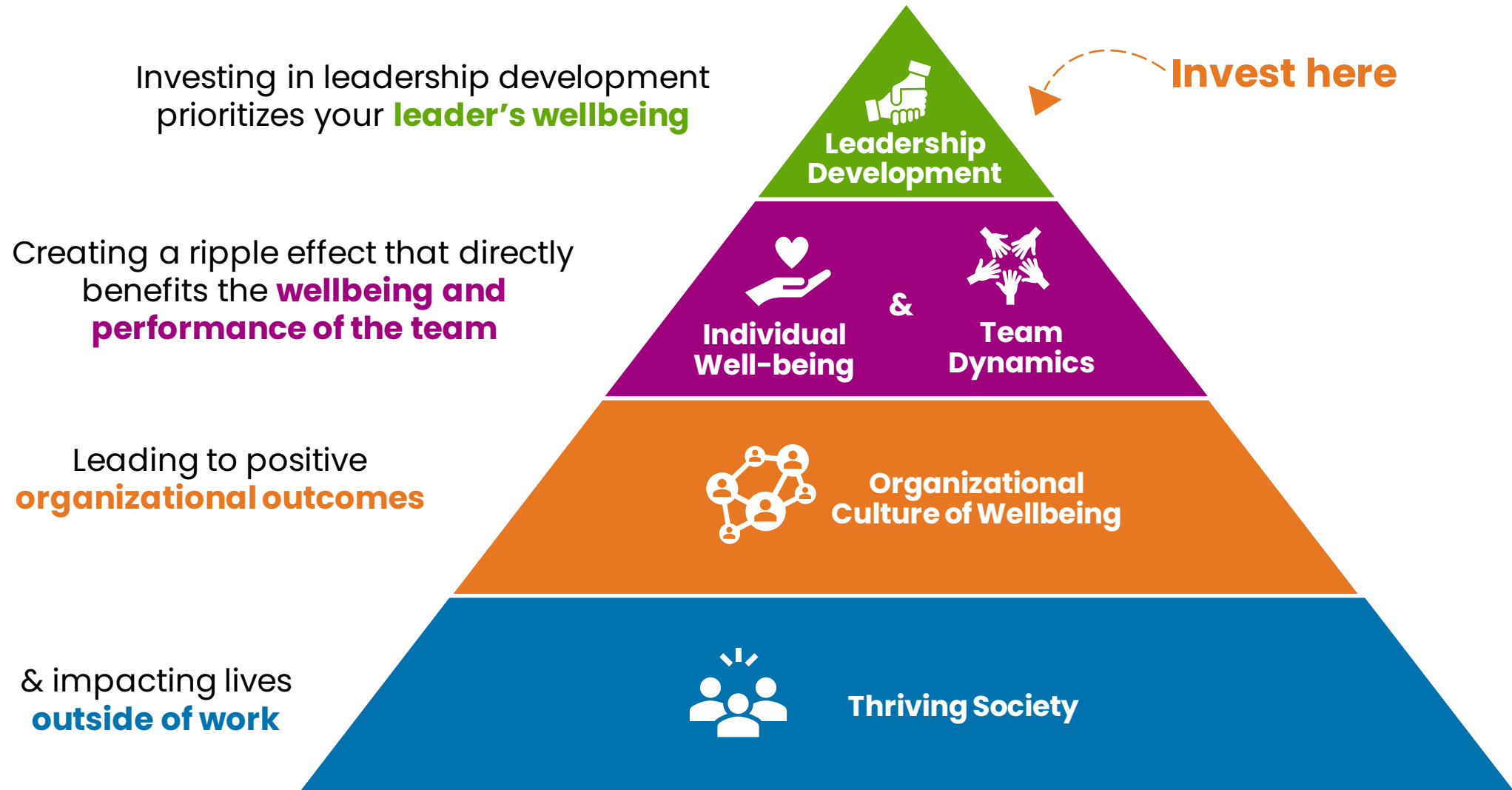
Gallup Employee Engagement Survey 2022

[More Than Half of US Workers Want to Quit Their Jobs in 2023 \(businessinsider.com\)](https://www.businessinsider.com/more-than-half-of-us-workers-want-to-quit-their-jobs-in-2023) LinkedIn Survey, December 2022

[Why employees are quitting and what to do about it | McKinsey & Company](#), McKinsey 2022 report



Thriving Leaders: The **Cascade of Impact**



Skills and competencies required for building a **safe and healthy culture** in the workplace:

- + Humility
- + Forgiveness
- + Generosity
- + Time Management
- + Joy
- + Emotional Intelligence
- + Empathy
- + Integrity
- + Teamwork
- + Patience
- + Optimism
- + Happiness
- + Kindness
- + Drive
- + Ethics
- + Flexibility
- + Curiosity
- + Awe
- + Tenacity
- + Learning

Without these skills, leaders and managers are frequently the **cause** of well-being issues in the workplace giving rise to:



Human-Centered Leadership

Business-Centered Leadership

- + **Business first**, people second
- + Focused on **problem solving**
- + “Business makes people successful”

Human-Centered Leadership

- + **People first**, business second
- + Focused on **why problems occur**
- + “People make business successful”



In the past, jobs were about **muscles**,



Now they're about **brains**,



But, in the future they'll be about the **heart**.



- Minouche Shafik, Director, London School of Economics

Developing **supportive leaders** reduces employee exposure to workplace stressors and corresponding **job stress** resulting in **improved employee physical and mental health**.

Employees who report to effective managers have

12.5%

higher physical and mental well-being



Middle Managers need support for their own well-being too

43%

of middle managers report **burnout**
– more than any other worker group

74%

face obstacles to achieving their
well-being goals

69%

are thinking about quitting because
of their terrible state of well-being

While taking care of their personal **stress** and **burnout**, leaders are also responsible for putting their **team's well-being** at the forefront of their priorities

Managers are the linchpin to organizational success

Outcomes of leadership development experiences focused on emotional intelligence, building trust and fostering psychological safety:


Employees are:

400% less likely to leave their job 

64% more likely to rate leaders as inclusive 

Organizations achieve:

76% more engagement 

50% decrease in lost-time accidents 

[EI Consortium, 2007](#)
[Inclusive Leadership, Harvard Business Review 2019](#)
[Catalyst Survey, 2022](#)
[Trust in Leadership, Harvard Business Review 2022](#)

The **Cascade of Impact**

A matter of Social Responsibility

Parents

Parents who experienced more **job autonomy** and a more **supportive supervisor** were

- ✓ **warmer** and **more engaged** when interacting with their infants

Children

Children of these employees had:

- ✓ **better reading & math skills**
- ✓ **better social skills,** and
- ✓ **fewer behavioral problems** in the first grade.

Partner/Spouse

The supportiveness of your **partner's boss** positively effects how likely you are to thrive at work

The **Cascade of Impact**

A matter of Social Responsibility



“As we transform workplaces to be places where all workers can be engaged and productive, autonomous, and respected, not only do we enhance the health and wellbeing of workers and build stronger and more productive organizations – **we build a society where the next generation can flourish**”





Leadership Learning Forums

Virtual learning sessions designed to create an open space and dialogue for leaders to share their challenges, successes, experiences, and ideas around critical well-being topics. Participants will learn practical tools for bolstering their own resilience while developing the courage to show up authentically with their colleagues.

Leadership Forum Topics



- + Building Trust with Your Team
- + Dealing with Difficult Emotions
- + The Power of Recognition
- + Leading with Healthy Boundaries
- + Leading Through Uncertainty
- + What Can You Control? Reframing Perspectives to Reduce Stress and Improve Well-Being



Included for every participant! **Strategies to Enhance Resilience Toolkit**

Adapting well in the face of stress not only lays the groundwork for long-term resilience skills but can also involve profound personal growth. The strategies provided in this toolkit can be used daily to build resilience, individually or as a work team. Regular use of these tools can help your employees to respond in a healthier way when difficulties arise.

Driving Impact for OhioHealth Associates

Leadership Learning Forums

Participants are
learning new skills

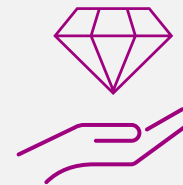
97%



Left the forum feeling
motivated to use what
they learned

Based on 1299 survey responses from 2020-2023

Participants **value the
experience**



50%

Have attended
2+ forums

Participation from 2022-2023

Driving Impact for OhioHealth Associates

My manager cares about me as a person.

+ 6.2%

Positive response rate
from 2022 to 2023



5.9 points higher

than the healthcare
average

81% OhioHealth vs.
75.1 Healthcare Average

How can you **take action** to support the well-being of your employees through **leadership development**?

Small Organization or Limited Resources

- + Start with training focused on **emotional intelligence** and **empathy-building**
- + Ensure top leaders are **modeling the right behaviors**
- + Consider a **book, article or podcast club**
- + Build a **virtual library** of public domain resources to support self-directed emotional intelligence development
- + Use **360 feedback** to allow teams to provide feedback on leader behaviors – awareness is key!

Larger Organizations

- + **Build a bridge** between your leadership development, wellness, DEIB and safety strategies
- + Offer **safe-space leadership sessions** where leaders can share their challenges and ideas
- + Evolve existing transactional leadership skills training with **human-centered** leader development offerings
- + Collect and share direct-report wellbeing data in a dashboard for managers, and make it a **core competency** in leaders' performance reviews
- + Consider training and/or coaching for **ALL** – don't wait until someone is promoted to a leadership role to get started



leading

to well-being

A podcast series from
the OhioHealth Leadership Academy



"The leader of the future will understand this. The leader of the future will know how to connect emotionally and humanly with the people in their care. And keep them well and whole and healthy and engaged. And that's why this type of leadership development is not optional for an organization to succeed."



- Alice Wheeler



**Available on Spotify &
Apple Podcasts**



Resources

- + [Managers Have Major Impact on Mental Health: How to Lead for Wellbeing](#), Forbes 2023
- + [Psychological Safety and the Critical Role of Leadership Development](#), McKinsey & Company 2021
- + [The Relationship Between Workplace Stressors and Mortality and Health Coasts in the United States](#), 2015
- + [Big Reset Playbook: Human-Centered Leadership](#), Josh Bersin Company, 2021
- + [Supportive Leaders Drive Organizational Improvements and Employee Health and Well-Being](#), CDC 2021
- + [Why Employees are Quitting and What to Do About It](#), McKinsey & Company, 2022
- + [How Parent's Experience at Work Impacts Their Kids](#), Harvard Business Review, 2023
- + [Why Inclusive Leaders Are Good for Organizations, and How to Become One](#), Harvard Business Review, 2019
- + [How Empathy from Leaders Drives Productivity](#), Prialto 2022
- + [Good Leadership? It All Starts With Trust](#), Harvard Business Review 2022
- + [EQ and the Bottom Line](#), EI World Limited 2011
- + [Why Your Workplace Might Be Killing You](#), Stanford Business 2015

Thank you

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Alice Wheeler is the Vice President of Talent Development and Organizational Effectiveness. She is a dynamic leader with a strength for aligning broad audiences around a strategic vision and leading effectively through change. Alice's work focuses on the development of leaders and teams to unleash their potential to thrive and achieve personal and professional transformation. Alice brings a diverse corporate and consulting background including leading organizational culture, total rewards, and learning and development. With an MS from Case Western Reserve in Positive Organization Development and Change, Alice is also a certified executive coach, mindfulness teacher, and facilitator, specializing in emotional intelligence, authentic leadership, and connection to purpose.

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Bridgette McCullough has a Master of Public Health from the University of Michigan and is also a Registered Dietitian. She has spent the last decade advising employers on how to redesign work for wellbeing by creating environments and experiences where employees can thrive. She recently joined the OhioHealth Leadership Academy as a Leadership Development Advisor, creating solutions that establish a culture of wellbeing through leader support and development.