



Decisions, Decisions, Decisions How Resilient Leaders Cope With Demand.

**Dr Toby Ford
Medical Director**

Presentation Outline



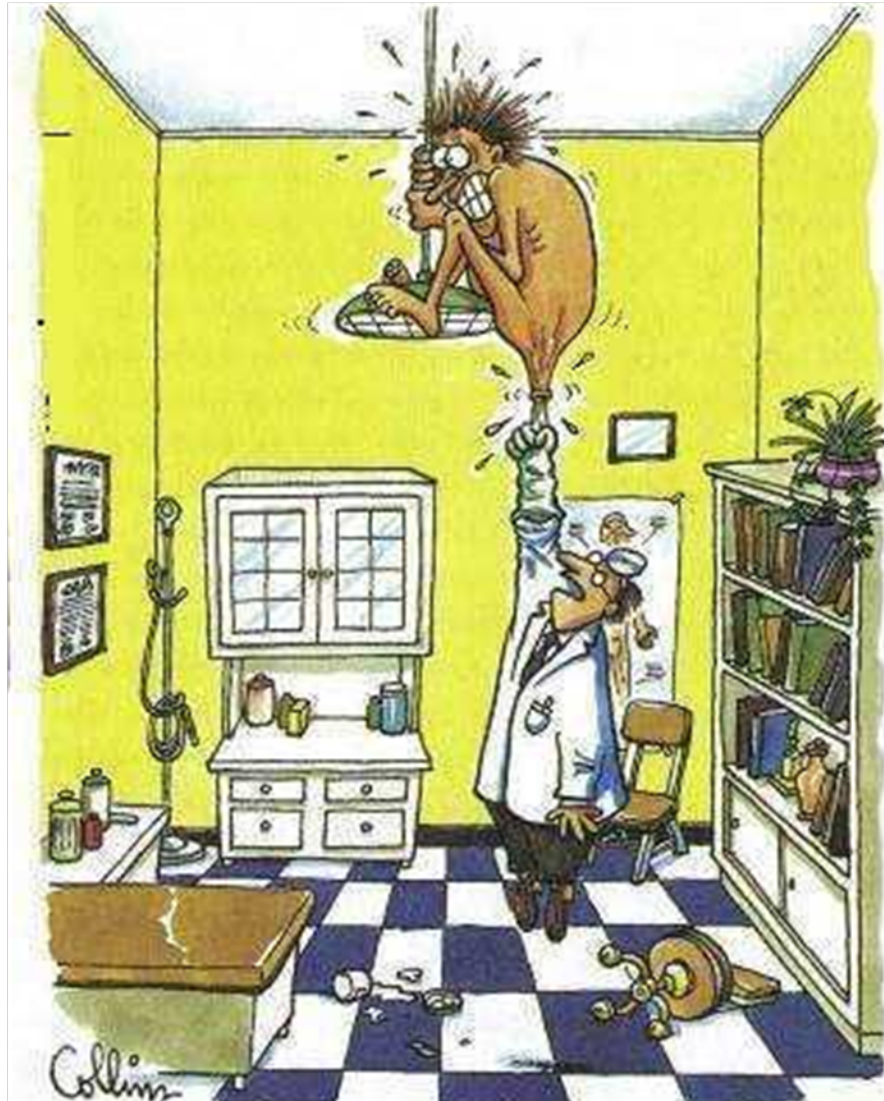
Part 1 - Review of Industry Data

Part 2 - Decision Making Fatigue

Part 3 - Resilience Skills for Leaders

Rhonda Ebernezer Collieries Circ. 1988





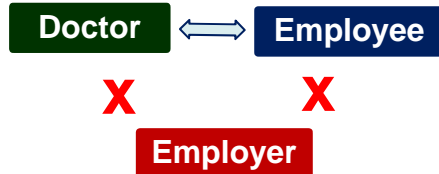
“How is our contract shaping up for next year Bob?”

OHSE V's Corporate Health and Wellbeing

Corporate Health Wellbeing Programs

Enhancement of Performance and Resilience

Discretionary Funded - Value Adding Benefit = Voluntary Participation



Legislative or Statutory Compliance = Compulsory Participation

Occupational Health Safety Environment

- Pre-employment
- ERTW
- Rehabilitation
- Protective Equipment
- Accident Investigation

Clean

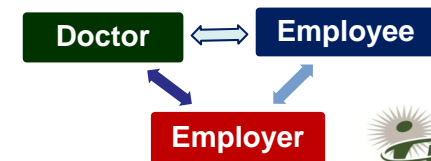
- Air
- Water
- Light

IR

- Workplace Agreements
- Shift Rosters

HR

- Workcover
- Health TPI Insurances



What Do Ford Health Do



Full Monty



1/16 Monty

- ❖ Demographics
- ❖ Medical History
- ❖ Pathology
- ❖ Anthropometrics
- ❖ Stress Test
- ❖ Lifestyle
- ❖ Sleep
- ❖ Work Profiling
- ❖ Performance
- ❖ Mental Health
- ❖ Resilience
- ❖ Reports
- ❖ Referrals
- ❖ Treatments
- ❖ Investigations

Company

Aggregate
Reporting

Risk Advice

Actions

Re-measure

Resilience

Cost of Chronic Disease on Bottom-line



Backs Necks
Soft Tissue
Influenza
Stress

\$1

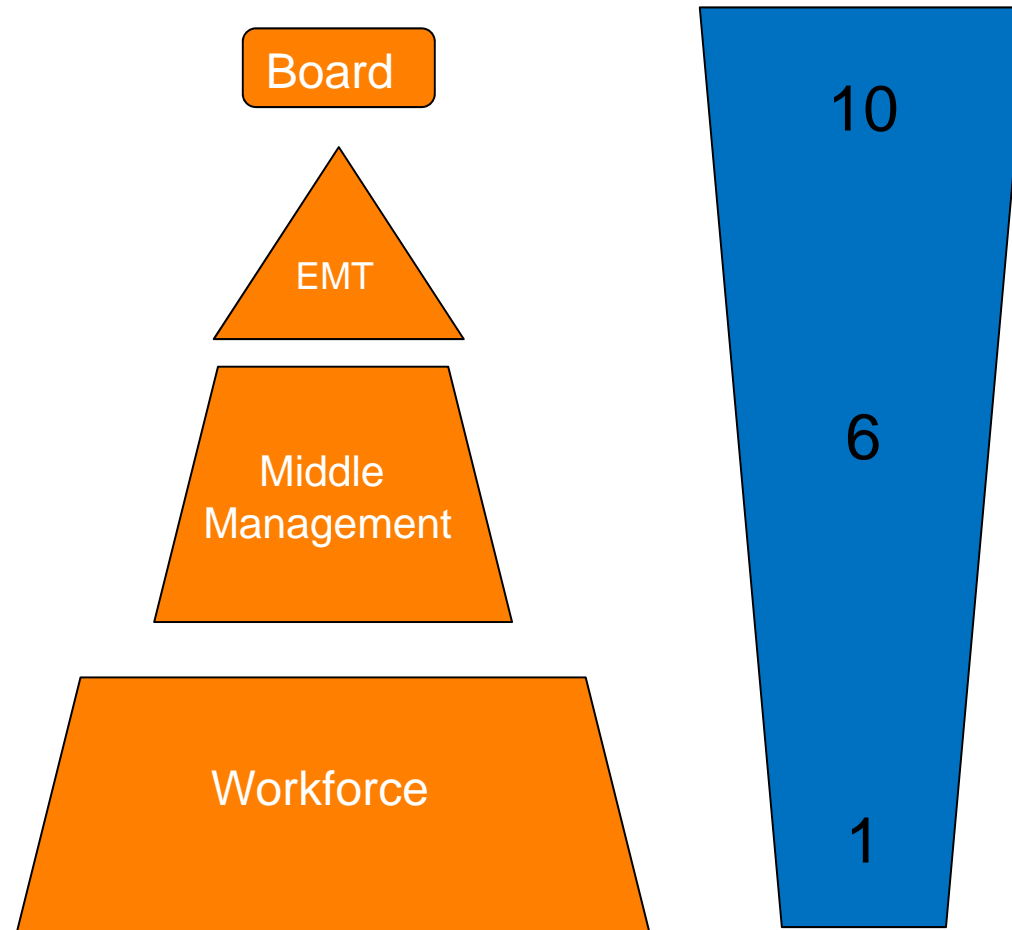
(\$1 Direct : \$4 Indirect)

Obesity
Sleep Apnoea
Hypertension
Cardiac Disease
Arthritis
Alcohol
Smoking Drugs
Cancer
Diabetes

\$10

Source : Ford Health - Access Economics - Qld Government - ROI Project 2006

Decision making impact



Sector Data



Job Profile 2012 Field vs Indoor

	Field Worker	Indoor Worker
Number of modifiable health risks	4.0	3.6
Smoking	17.8%	7.9%
Alcohol Consumption	72.3%	63.2%
Inadequate Exercise	78.4%	71.5%
Number of diet risks	3.9	3.9
Sleep Quality	58.4%	66.4%
Mental Health	4.6%	11.7%

Job Profile 2012 Shift Vs Non Shift

	Shift Worker (40.4%)	Non-Shift Worker (59.6%)	Comparison Group
Smoking	18.1%	8.6%	7.8%
Alcohol Consumption	71.4%	63.5%	60.7%
Inadequate Exercise	78.8%	72.3%	69.5%
Poor Sleep (quantity & quality)	60.5%	65.8%	65.7%
Inadequate Sleep (less than 7 hrs)	37.2%	35.1%	32.3%
Nutrition Risks (Out of 8)	3.9	3.9	4.0
Mental Health Risk	5.4%	12.0%	12.0%
Overweight/Obesity	54.5% (high risk = 31.0%)	38.7% (high risk = 17.4%)	33.7% (high risk = 14.3%)

Work Performance Questions

Work Performance

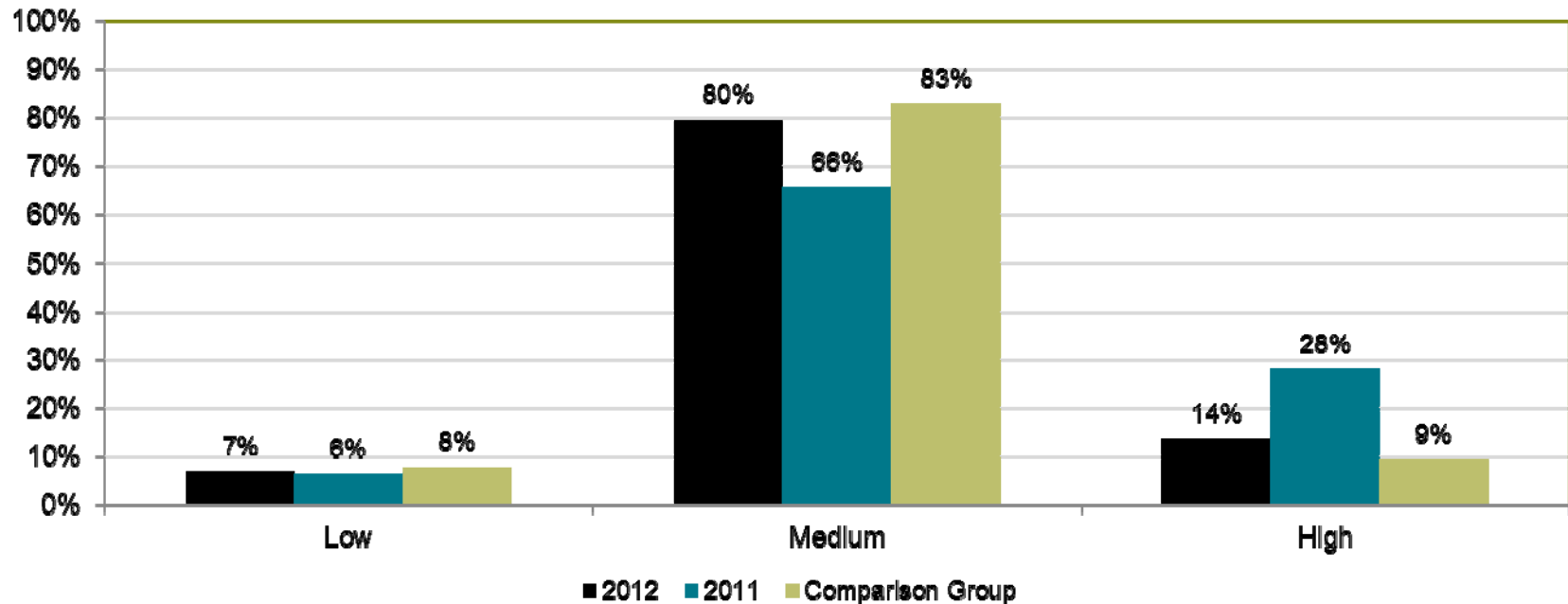
The statements below relate to your ability to perform or be effective at work. This can be affected by many factors - your health, environmental factors and social experiences, and can change over time. For each of the following statements, please rate your work performance *over the past 4 weeks*.

	Strongly Disagree	Disagree	Slightly Disagree	Neutral / Uncertain	Slightly Agree	Agree	Strongly Agree
I was able to complete the tasks required of me	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I was able to concentrate on my work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I worked effectively with colleagues and management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I worked to the best of my ability	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I was satisfied with the quality of work I completed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I was able to manage pressures and expectation placed on me	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I felt motivated to do my job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Please indicate what factors have reduced your performance at work <i>over the past 4 weeks</i> . (Please choose all the reasons that apply to you.)	<input type="checkbox"/> Personal Health <input type="checkbox"/> Issues not related to work <input type="checkbox"/> Equipment and physical environment <input type="checkbox"/> Workplace relationships <input type="checkbox"/> Workload too high/too low <input type="checkbox"/> Workplace direction and communication <input type="checkbox"/> Other, please specify:						

Health and Performance 2012

	Low Performers (6.9%)	Medium Performers (79.5%)	High Performers (13.6%)
Inadequate Exercise	81.1%	73.8%	71.6%
Poor Sleep	81.6%	63.5%	53.3%
Nutrition Risks (/8)	4.2	3.9	3.7
Mental Health Risk	35.8 %	8.1%	1.6%
Overweight/Obesity	40.9% (high risk = 20.2%)	43.8% (high risk = 21.4%)	51.6% (high risk = 28.2%)
Health Risk Scores (/9)	3.9	3.7	3.9
Unscheduled Leave (average days/year)	6.3	3.9	3.9

Performance Profiles 2012



- Low performers have an increased risk associated with inadequate exercise, poor sleep and mental health conditions. This culminates in low performers taking more unscheduled leave (6.3 days per year) than high performers (3.9 days per year).

The top 4 factors to reduce performance are :

1. Workplace direction & communication (23.0%)
2. Issues not related to work (20.5%)
3. Workload too high/too low (19.5%)
4. Personal Health (13.7%)

Specific Industry Related Impacts on Performance

- Honey potting + Thermal riding + Slide rule selection
 - *Tacit Knowledge* – serendipitous exchange – intuitive understanding.
“Perceived” need to be on site or in town.
 - Hierarchical style versus Collaborative leadership style
-
1. Being on site across shift changes worse with 12/24s
 2. Travelling between sites in out of work time (boom relocations)
 3. Attending corporate business responsibilities in cities away from home.
 4. Volume of electronic messages , emails, notes, files = instant attention.
 5. Global reporting structures - travel and teleconferencing

Ford Health Travel Research

Nights Away
Commute
Work Hrs
Holidays
Sleep

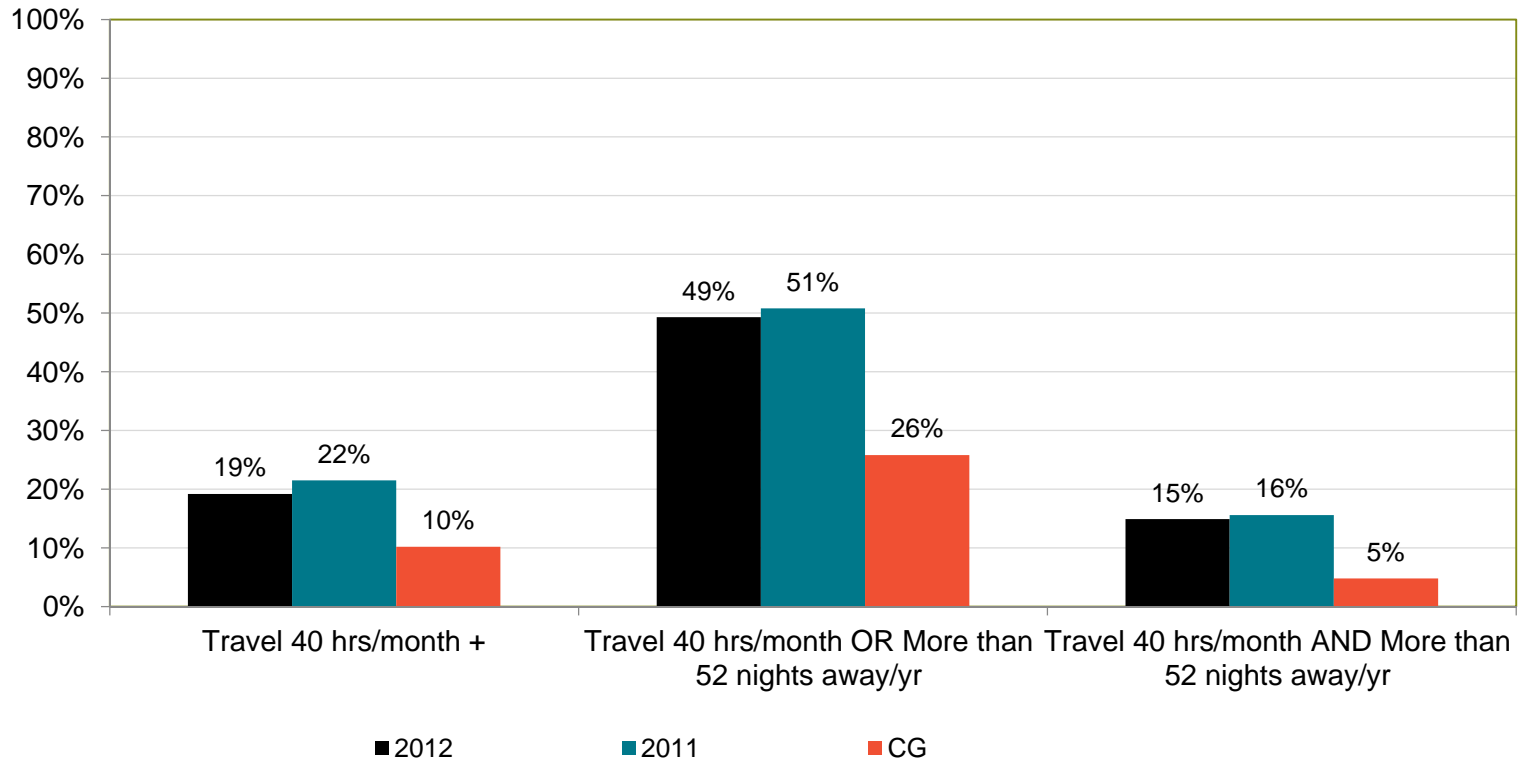
< 20 Nights /Yr
< 10 Hours
< 45 Hrs /Wk
>3 weeks
>7- 8Hrs/night



> 100 Nights/Year
> 40 / Month
> 55 Hrs / Wk
< 3 weeks / Year
< 6 Hours/ night



Travel Executives 2012

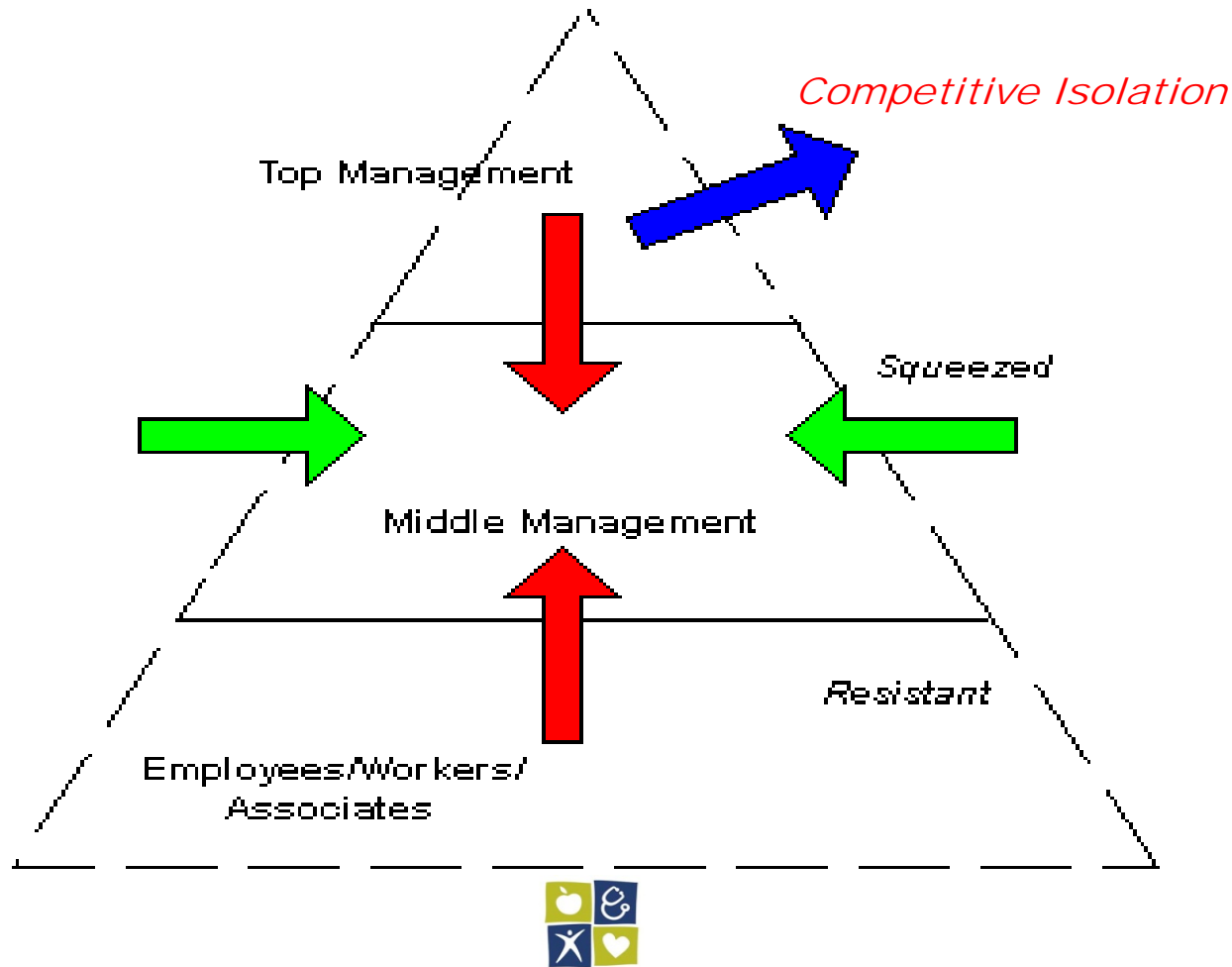


96.4% of Executives travel for work.

14.9% have > 40 hrs transfers /mth AND away> 52 nights per year.

These individuals are at higher risk of mental health conditions (more than double the rate of those who do not have a travel risk), poor sleep and inadequate physical activity.

Pressure with in levels of an organisation



Decision Making Fatigue

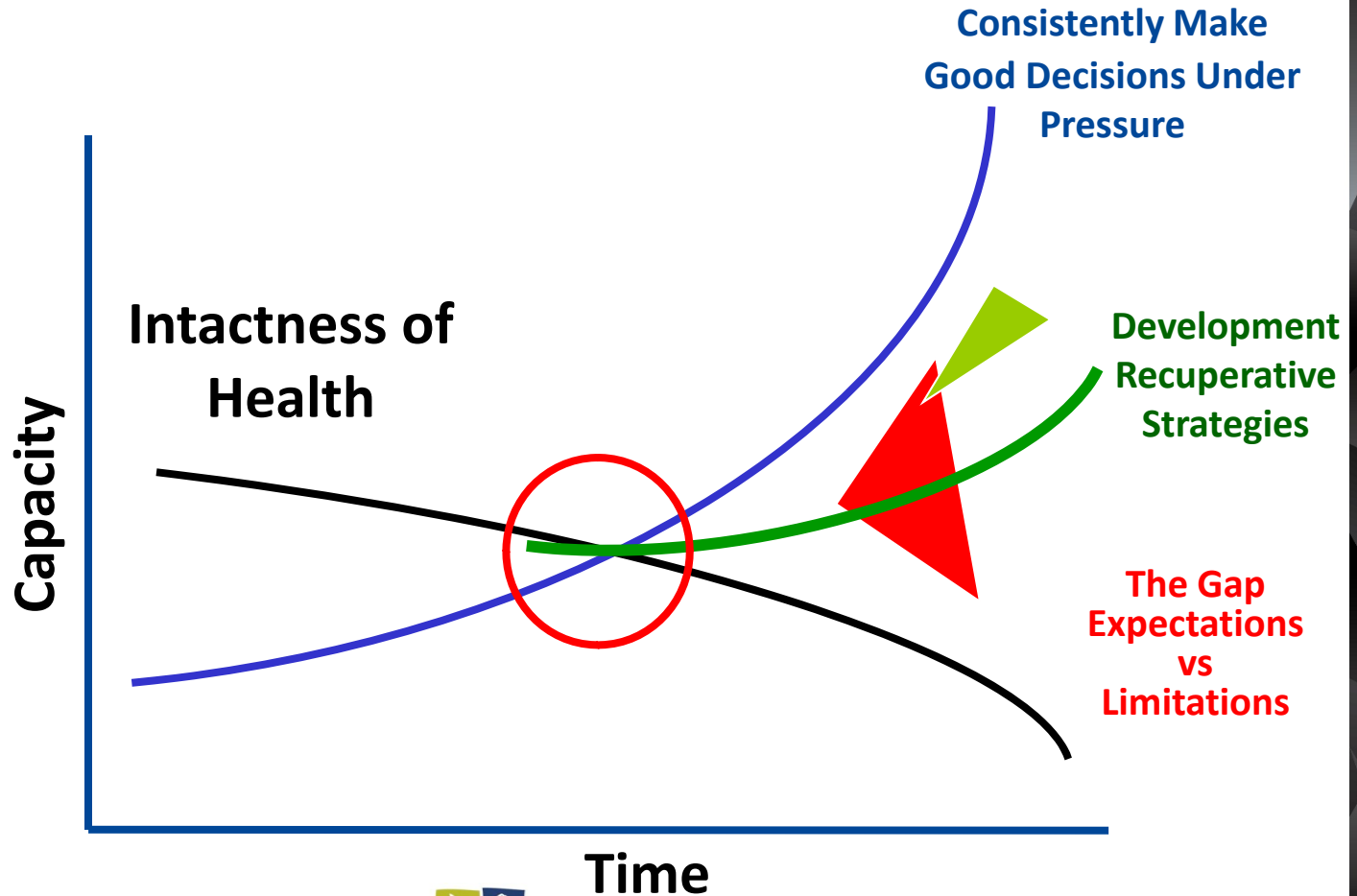


Caesar Crossing the Rubicon

from "Figures de L'Histoire de la Republique Romaine"

Cross with Army - Revolution or Cross Alone - Continue Service
"The die is cast"

Decision Making with Age



Decision Making Fatigue

Modern Society Fascination
Data, Volume, Time, Speed

To be effective must track
multiple data sources

“Speed - the form of ecstasy
technology has bestowed on
modern man.” Milan Kundera.

Artifact of modern time
Small emergencies
Low grade panic and guilt.

Multitasking is a misnomer.
Reality - sequential switching
Everyone ultimately fails.

Decision Transactions

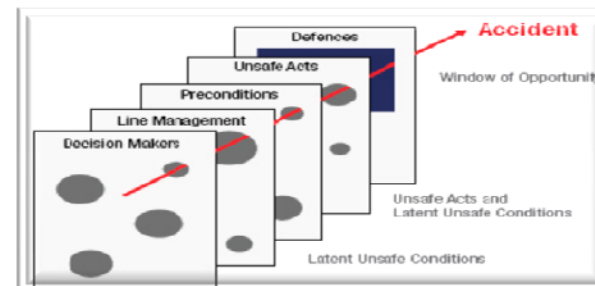
- Volume
- Complexity
- Repetitive
- Sustained
- Value Disparity



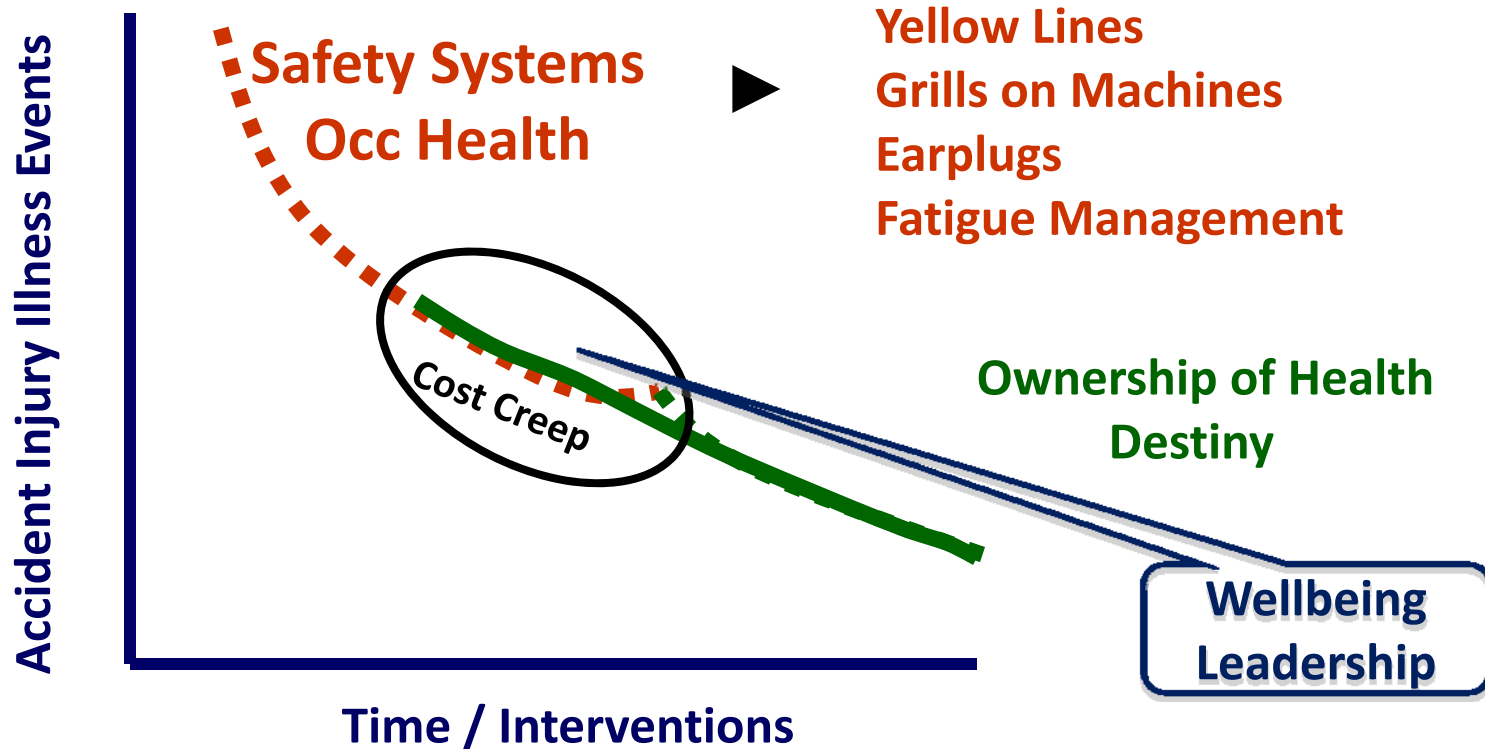
Competitive Isolation
Prolonged Demand
Travel Bedouin



Reactive Decision Making
Conscious Avoidance



Cognitive Safety



So who are the resilient ?



Men Are Like Utes

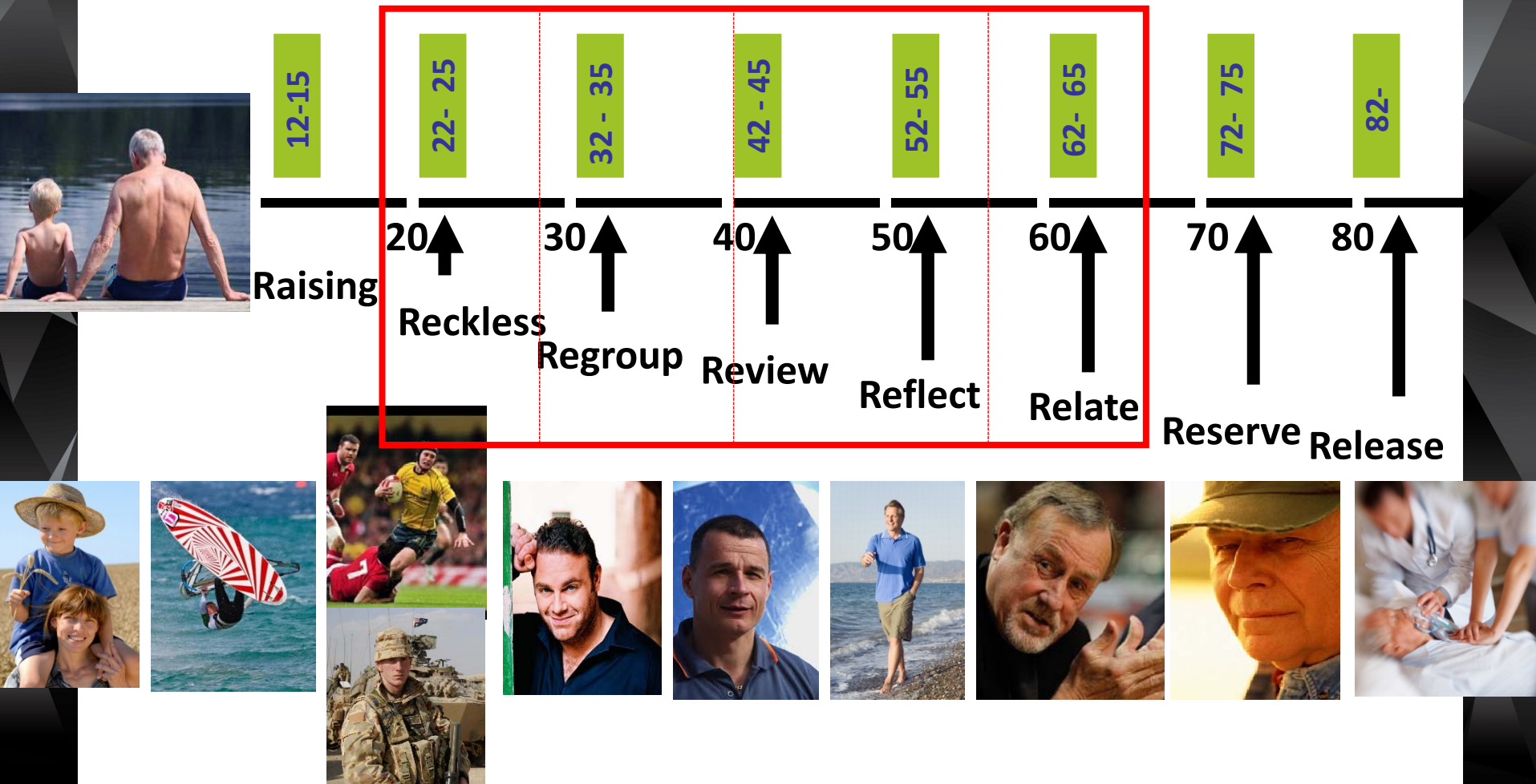
– They handle better with a load on board !



What happens when young utes become old utes?



The Working Mans Life





How does a workaholic experiment with self governed regulation of hours and maintain a reasonable level of reward and a happy family life.

How do we define resilience ?

Process# Individual Trait #Dynamic Developmental Process # Outcome



**Ability
To
Prepare**



**Ability
to
React**



**Ability
to
Repair**

Resilient People and Communities



Resilience is the ability to not only 'bounce back' from adversity, but also to move forward positively. Ability to not only survive but thrive.



Relevant not only in crisis, but is Valuable for day-to-day challenges Adapting to change.

“Meaning in adversity – embrace discomfort.”

Building land mass from islands of self competence in a sea of self doubt.

Resilient People



Self-awareness

Ability to recognize understand emotions, drives & effects

Self-regulation

Control or redirect disruptive impulses, think before acting (locus of control)

Motivation

Passion for work beyond money, status.
Energy and persistence. (Internal versus External Motivators)

Empathy

Ability to understand emotions of others.
Perspective skill in interacting with others

Social skill

Manage relationships build networks find common ground

Mentorship Confidants

Trust equity equality problems solutions values

Sleep

Regular quality relaxation technique

Exercise

Routine , camaraderie demand whole skeleton

Pacing

Holidays, Hobbies , Happiness, Hope ,Health

PNG Highlands Table Tennis Championships 2012



Regulating Travel Behaviors

Moving Travel from Survival to Balancing to Prospering



- ❖ 4/5 tripping
- ❖ Work periods
- ❖ Water
- ❖ Food (Home Lounge Plane)
- ❖ Sleep
- ❖ Alcohol
- ❖ Work Entertainment
- ❖ Relaxation
- ❖ Exercise Individual and Group
- ❖ Hobbies
- ❖ Relationships
- ❖ Site See



Dave
Global Engineering Head

A Few Ideas for Managing Data

Reduce the number of active ingredients in your day – simplify – “A to B”

Manageable Chunking – break down things into smaller components

Tackle things that are hard at a good time in your day

When driving – turn off radio

When able, rehearse challenges

Voice message bank for phone – selecting timeliness responding to others

Making things convenient to you

Developing the new normal

168



www.fordhealth.com.au



Summary of the Session



Wellbeing Positioning

- Above the line – below the line
- Cognitive Safety

Industry Data

- low medium high performers
- Work, sleep, travel impact

Decision Making

- Managing the gap
- Stages of life impact
- Competitive Isolation

Resilient Leaders

- Resilience before, during, after
- Meaning in adversity
- Mentorships

Follow Up Information

- Full Monty
- Leadership Program
- Workforce Program

Info@fordhealth.com.au

1300 660986

Dr Toby Ford

toby.ford@fordhealth.com.au

61 419 199 605



www.fordhealth.com.au

