When our bodies and minds rebel: personal reflections

10 October 2019

THAMES VALLEY POLICE

Centre for Policing Research and Learning — The Open University

DR STEVEN CHASE OBE

SWC 2019

Today's menu

- initial thoughts

- energy or time?

- types of energy

- NHS example

- reflections on the role of human energy in change and innovation

- front-line review of policing example

- reflections on the emotional energy measure

- a resilience deficit in the Summer of 2019 – SC's experience, reflections and go forward

- closing thoughts

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Initial thoughts

- a personal journey in understanding ourselves, particularly in relation to our human energy

- asking us to think about how our bodies, minds and brains work together in our complex worlds

- drawing on research in the NHS and in policing and on leadership thinkers in an attempt to link the organisational and the personal

- also attempting to understand the connections between human energy, leadership and innovation and change

- definitely not a lesson in psychology, neuroscience and immunology – others in this room far better qualified than me to speak on these topics

- what

Source: Bullmore (2018)

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Energy or time?

- time is finite, energy is renewable

- recognise the symptoms and costs of energy depleting behaviours and take personal responsibility for changing them

- align our personality to our purpose – meaningful life

- at the organisational level, recognise that employees who are depleted rather than enriched, burn out and leave!

- as leaders, we create the environment in which we work

Sources: Schwartz and McCarthy (2007) and Haskett (2019)

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The Usain Bolt moment

- 100 metres world record time: 9.58 (2009)

- Usain would probably beat most of us over the 26.2 mile marathon distance

- but, he wouldn't beat Elind Kipchoge: 2:01:39 (2018)

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Types of energy

- physical energy

- emotional energy

- mental energy

- spiritual energy

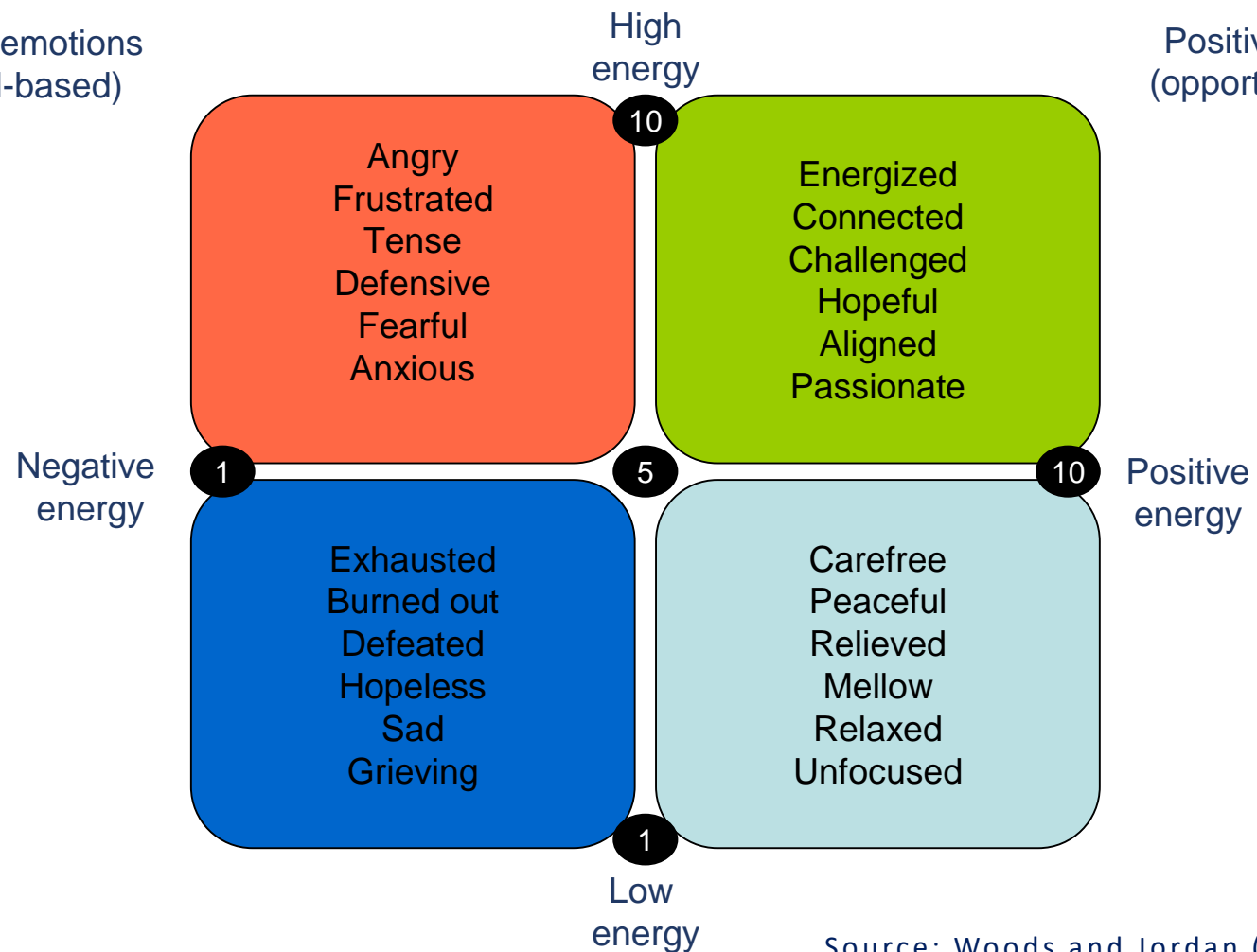| physical	-	length of renewal is less important than the quality
emotional	-	sustaining highly positive emotions – 'buy time' to avoid negative emotions
mental	-	focus your energy – multi-tasking undermines productivity
Spiritual	-	energy of meaning and purpose – tap into what we value most

Source: Schwartz and McCarthy (2007)

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Emotional energy

High
energy

10

Angry
Frustrated
Tense
Defensive
Fearful
Anxious

Energized
Connected
Challenged
Hopeful
Aligned
Passionate

Negative
energy

1

5

10 Positive
energy

Exhausted
Burned out
Defeated
Hopeless
Sad
Grieving

Carefree
Peaceful
Relieved
Mellow
Relaxed
Unfocused

1

Low
energy

Source: Woods and Jordan (2010)

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A question for discussion

- Robertson and Cooper argue that employees who have high levels of psychological well-being are a significantly more valuable resource for the organisations they work for

?

- what gives you energy and what depletes your energy? What could you change?

Source: Robertson and Cooper (2010 and 2011)

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The NHS example: building and aligning energy for change

- NHS definition: 'Energy for change is the capacity and drive of a team, organisation or system to act and make the difference necessary to achieve its goals.'

- developing an energy for change model

- NHS experience is that large scale change projects run out of energy and simply 'fizzle out'

- recognise the need to harness intrinsic motivation for change and the drivers of extrinsic motivation

- NHS ambition: '…to enable different and sometimes difficult conversations about what can best support improvement in the NHS. At the practical level it will enable leaders and staff to articulate, explore and address the sense of collective energy in a team with a shared improvement mission.'

Sources: Land, Hex and Bartlett (2013) and Hartley (2014)

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The NHS example: building and aligning energy for change

- energy for change in 5 domains:

  ➢ **Social:** personal engagement, relationships, connections between people, collective, 'sense of us'

  ➢ **Spiritual:** commitment to a common future vision, shared values, higher purpose, confidence in a compelling, meaningful, different future

  ➢ **Psychological:** courage, trust, feeling safe to act, supported to make a change, belief in self and team, organisation or system, and trust in leadership

  ➢ **Physical:** action, getting things done, making progress, vitality, kinetic force (motion), drive to make things happen

  ➢ **Intellectual:** curiosity, analysis, thinking and cognition, insight, new knowledge, planning and supporting processes, evaluation, logic and evidence direction

Sources: Land, Hex and Bartlett (2013) and Hartley (2014)

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Responses to the energy for change model

- 'The overall concept resonates well with the challenges faced in the NHS. It is easily understood and may be beneficial in prompting discussions around what hinders and what may best support improvement work.'

- 'Terminology is a major challenge and could be off putting for some people – so the person using the concept must adapt it to different people and settings.'

- 'All five domains 'ring true', but their meanings will vary according to the level at which the concept is considered; what has previously been framed in the literature at an individual level needs translating to the context of a team, unit or department.'

- 'NHS leaders and staff may be weary of change and overwhelmed with methods to support it. The added value of this concept and instrument must be demonstrated.'

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Sources: Land, Hex and Bartlett (2013) and Hartley (2014)

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Reflections on the role of human energy in change and innovation

- 'The key resource in organisations isn't primarily finance, but human energy.'

- creating a positive climate at work promotes innovation

- organisational justice is a major contributor to intrinsic motivation

- 'Leaders are the stewards of organisational energy (resilience).'

Sources: Hartley (2014) and Hoopes (2011) and Chase (2018)

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A question for discussion

- Hesketh and Cooper argue that leaveism and presenteeism provide excellent leaders the opportunity to clearly display a deep understanding of workforce dynamics.

?

- a question: do you wholeheartedly bring your multi-dimensional energy to work every day and do your leaders help to facilitate this?

Source: Hesketh and Cooper (2019)

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Front-line review of policing example: research into workplace factors, well-being, attitudes and behaviour in policing

- evidence and insights from research in 31 Home Office forces over a two year period, ending December 2018

- the positives:

  - research indicates that police officers and staff perceive their work as high in social value and meaningful – the public service motivation indicator remains high

  - research indicates that supportive leadership has positive effects on police officer and staff well-being, ethical behaviours and discretionary effort

  - As with the NHS example, supportive leadership increases the preparedness of police officers and staff to engage in improvement activity

Source: Graham, Plater, Brown, Zheng and Gracey (2019)

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Front-line review of policing example: research into workplace factors, well-being, attitudes and behaviour in policing

- evidence and insights from research in 31 Home Office forces over a two year period, ending December 2018

- not so positives:

  ➢ the measures for perceptions of perceived organisational fairness and perceived organisational support were lower especially for police officers

  ➢ fear of making mistakes remained evident in the research although some steps are being taken to promote a learning culture

  ➢ officers and staff levels of uncertainty were found to be high, impacting on well-being

Source: Graham, Plater, Brown, Zheng and Gracey (2019)

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Reflections on the emotional energy measure

- emotional energy – recognised as a key measure of long-term well-being, the research found emotional energy to be low in policing

- 'Low levels of emotional energy have been found to have serious negative consequences for both individuals and organisations.'

- low levels of emotional energy characterised by high levels of physical and mental fatigue

- highlights the imbalance of the demand versus resources equation

- need to manage the challenge stressors and reduce the hindrance stressors

Sources: Graham, Plater, Brown, Zheng and Gracey (2019) and Zellars, Perrewe and Hochwarter (2000)

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A personal resilience deficit in the Summer of 2019

- it is recognised that low emotional energy exacerbates the inflammation process and impairment of the immune system

- looking back my personal energy and resilience bank had been in depletion mode for some time

- fell victim to the energy vampires and the time robbers

- stored energy reducing and shock absorbers worn down

- the rebel within strikes

- I should have acknowledged Peter Drucker's wisdom much earlier: 'Your first and foremost job as a leader is to take charge of our own energy and then help to orchestrate the energy of those around you.'

Sources: Aghdami (2019) and Chase (2019) and Drucker (2008) and Shirom and Melamed (2005) and Quick and Quick 1984)

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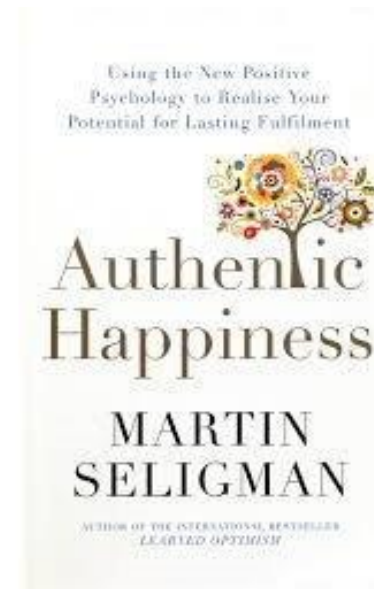Centre for Policing Research and Learning — The Open University

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The essentials of resilience and happiness

Authentic Happiness Theory

- do more of what we enjoy – the pleasant life

- be more engaged with the world around us – the good and engaged life

- focus on activity that brings meaning and purpose – the meaningful life

Source: Seligman (2002)

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Restoring the balance

- travel less

- reduce number and length of meetings

- work from home one day per week

- reduce early morning and evening telephone calls and emails

- manage energy and stay healthy

  - 'time to return to the productive quiet of the busy thinker'

Sources: Chase (2019) and Kline (1999)

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Closing thoughts

- it is difficult to overstate the importance of emotional energy on our well-being

- our decision making is impaired when we encounter a resilience deficit

- it is possible to be insular and unyielding in some contexts and roles, but we should remember that it is normally the bendy trees that survive the hurricane

- Archie Brown challenges the widespread belief that strong leaders are the most successful and admirable. He has a point!

Sources: Brown (2016) and Richards (2019)

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Closing thoughts

- last thought: is a formulation of organisational development – 'an applied professional practice that focuses on how organisations can systematically enable good performance through the involvement of the entire workforce' a route into well-being in policing? The Police Foundation seems to think so. A theme for next time perhaps?
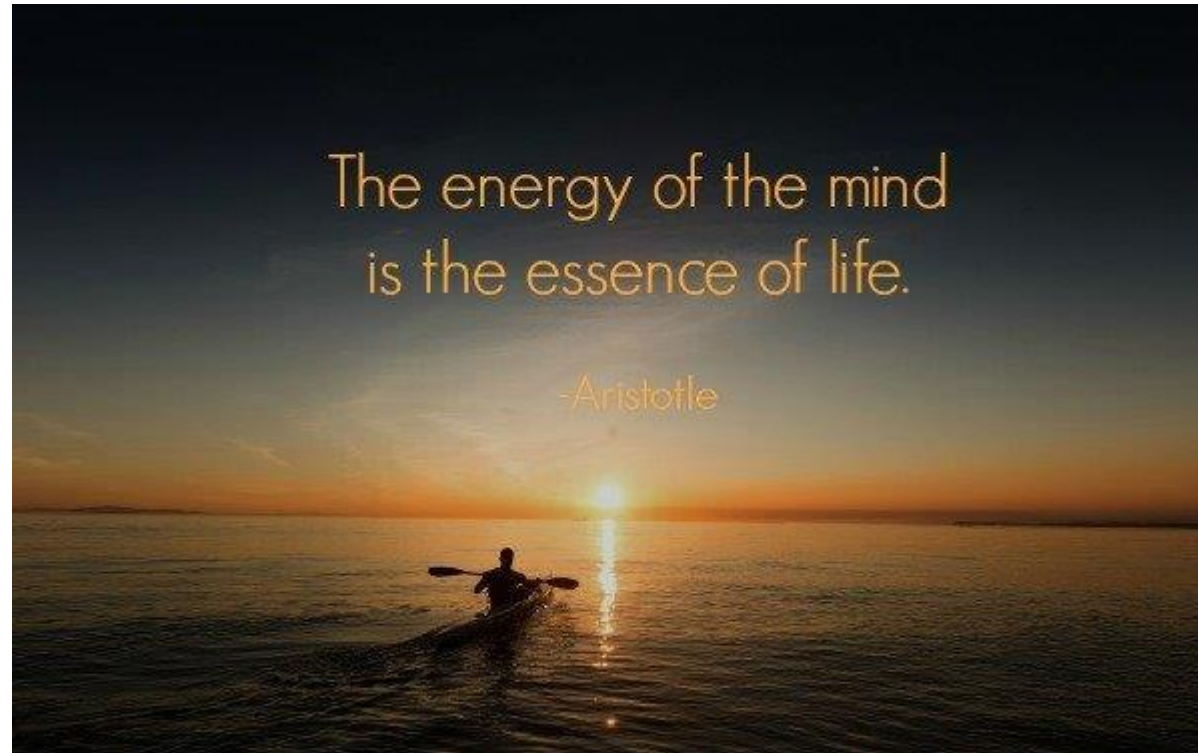
Source: Lewis, Higgins and Muir (2019)

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Thank you and take care of yourself and those around you

The energy of the mind
is the essence of life.

-Aristotle

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