

# Launching the Guidelines

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Presenter

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# How do we engage the stake holders?

- Value of Guidelines seems obvious but how do we get buy in from the profession?
- Vital to recognise that this is not a 'one size fits all' solution
- Each area of profession is unique and has own challenges
- Unless we connect the Guidelines to these challenges and demonstrate their relevance we will squander a vital opportunity to engage our stake holders.

Consulted with senior partners/ managers of large firms re-challenges to buy in by their firm

## **Feedback**

- Older partners see that current business model is working so why change?
- Firms are already doing a lot
- Think increasing HR importance in organisation in promoting 'warm & fuzzy' psychological health and safety and Guidelines
- **Dominant culture of organisation is business**

## Also:

- **Challenges to business-survival**
- major cost reduction- requirement to deliver more for less cost, firms bidding against each other, less customer loyalty,
- Increased pressure on management for increased efficiency **but internal management skills to manage the challenges is underrated**
- Concern that Guidelines will compromise current business model
- Little concern about OH&S issues and claims against firm
- Poor financial management skills- do not see that 'writing off' insurance premiums, staff turnover costs are **actual costs** to the business

## management literature

- Susskind, R. (2013). *Tomorrow's Lawyers- An Introduction to your Future*.  
Oxford University Press, Great Britain.
- International OHP Workshop, Timisoara, Dec 2011.  
Universiteit Utrecht.
- Gallup Business Journal, (2013)
- Aon Hewitt, (2013)

## Guidelines :

- Fundamentally about **gaining the trust, participation, engagement and satisfaction of staff**
- Implementing 13 organisational factors and interpersonal workplace relationships which may affect the health of staff (Psychosocial Factors).
- Gallup Business Journal (2013) points out that there is: a high correlation between staff engagement and psychological health.
- **Engagement** is defined as the psychological & behavioural outcomes that lead to better employee performance (Aon Hewett, (2013)).

## **Gallup Business Journal (2013) found:**

- **There is a well- established connection between employee engagement and a range of business success factors:**
- Employee performance/ efficiency
- Productivity
- Safety
- Customer service & satisfaction
- Customer loyalty & retention
- Profitability
- Quality of work



WE NEED MORE OF  
WHAT THE MANAGEMENT  
EXPERTS CALL "EMPLOYEE  
ENGAGEMENT."



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I DON'T KNOW THE  
DETAILS, BUT IT HAS  
SOMETHING TO DO  
WITH YOU IDIOTS  
WORKING HARDER FOR  
THE SAME PAY.



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IS ANY-  
THING  
DIFFERENT  
ON YOUR  
END?

I THINK  
I'M  
SUPPOSED  
TO BE  
HAPPIER.



# Employee Engagement:

- Affects key business outcomes
- Can help organisations withstand, and possibly even thrive in tough economic times
- Improves workplace psychological health & safety

## Aon Hewitt (2013) found

- **40% of employees are passively or actively disengaged**

### **Engagement :**

- is a key factor for longer term business performance & better positioning on the market
- Results in competitive advantage & business results
- Motivated and productive employees are **the make or break** ingredient to successfully weathering current business challenges.
- **Employee engagement is BUSINESS IMPERATIVE- it is the critical lynchpin between talent strategy and business results.**

# Why do engaged workers perform better?

*Because they....*

- ....are **proactive**; they take initiative
- ...set **higher goals**; they feel competent
- ....are **intrinsically motivated**; for them work is fun
- ....show **pro-social behaviour**; they are friendly and cooperative
- ....experience **positive emotions**; they process information better
- ....are **healthy**; they are present, not absent

# Economic climate has made change inevitable...

## **Organisations can choose to:**

- Lead the change process in the legal profession or
- Remain on the cutting edge of tradition
  
- **Guidelines:**
- Provide a structure to promote staff participation, engagement and satisfaction
- Engagement is strongly connected with successful business outcomes and better employee performance
- There is a high correlation between engagement and psychological health

# Guidelines for sole practitioners / small organisations

## Starting the process.....

### simple & practical starter ideas & tips to support the

### **Guidelines** ( prepared by Kriss Will)

(will be included in Guidelines package)

#### **Developing a good organisational culture**

##### **Eg. For employees**

- Ask for a job description so that you know your role
- Be clear about to whom you report
- If you have concerns, raise them with the person you report to
- Make suggestions about change in a positive manner, “I have an idea that might work” rather than negative “this is hopeless”
- (currently in DRAFT form- please do not use)

## **Ideas & tips for employers/managers (currently Draft only)**

- Be clear about roles and expectations- document them for each role
- Make sure people know to whom they report
- Communicate the reasons for change so people understand the context- this helps avoid confusion and perceptions of favouritism
- If an employee has a concern about something, make it clear how they can raise it- communicate regularly with people about how this works so people know and feel comfortable.
- Be open to listening first and not judging immediately- if you have a designated 'how to' person, choose someone who is approachable, patient and with authority to deal with issues or raise them appropriately
- Find ways to deal with issues rather than pretending they will go away.

## Research shows:

- Legal profession has higher levels of psychological injury and ill-health than other professions
- 33% lawyers and 20% barristers experience disability and distress due to mental illness
- Current working conditions contribute to the development of mental illness and exacerbate existing conditions



# IMPACT

- High level of capability loss due to high turnover and loss at 5 year mark
- Causes considerable personal and organisational loss of competent staff, knowledge base, training of new staff, performance capability, staff productivity and handing over cases & files.
- These factors are already known and well recognised in the profession.

## The Guidelines:

- Focus on preventative action (put the fence at the top of the cliff instead of the ambulance at the bottom)
- Are based on extensive research
- Support the psychological wellbeing of **ALL** members of the profession.
- Are a tool **not** a rule
- Commitment is **voluntary**

- Speed & level of implementation is dependent on management commitment, culture and size of the organisation
- Guidelines are NOT intended to blame and shame, but a means of sharing learning
- They are an ongoing process of improvement
- A journey without end

## Keep in mind.....

- Management is dealing with people (not kitchen cabinets)...no one solution works for everyone
- **Remember the 80:20 rule**  
Management is not an exact science- get 80% right and the remainder will follow
- You can't always be popular
- **Every experience is positive learning-** you may learn what does not work
- If one approach doesn't work **TRY SOMETHING ELSE!!!**

WE WILL BE ADOPTING  
THE BEST PRACTICES  
IN OUR INDUSTRY,  
JUST LIKE EVERYONE  
ELSE.



IF EVERYONE IS  
DOING IT, BEST  
PRACTICES IS THE  
SAME THING AS  
MEDIocre.



STOP MAKING  
MEDIOCRITY  
SOUND BAD!



SORRY.