



Building A Resilient Workforce /

MAXIS Conference - March 2013

**Gary Barnes – Director – Asia Pacific
AXA ICAS International**

**Providing a fresh approach to global
Employee Assistance Programs**



■ Good News

■ Good News

■ Bad News

■ Bad News

The Bad News...



| Event | Probability | Affects |
|--|--------------------------|------------------|
| Death | 1 in 1 / 100% | Everyone |
| Car Accident (P) | 1 in 4 / 25% | Family / Friends |
| Serious Illness (P)- At age 40 - At age 50 | 1 in 5 / 20% | Family / Friends |
| | 1 in 2.5 / 40% | |
| Debt Issues | 1 in 1 / 100% | All at some time |
| Legal Issues | 1 in 1 / 100% | Family / Friends |
| Children Issues | 1 in 1 / 100% of parents | Family / Friends |
| Drink / Drugs / Smoking / Eating (P) ??? | | Everyone |
| Sleep / Diet / Cholesterol / Blood Pressure / Teeth Cleaning (P) | | Everyone |

This is all at home – before even coming into the workplace

The Bad News...

In the workplace



| Workplace Events | Probability | Affects |
|--------------------------------------|----------------------------|------------------|
| Accident / near miss (P) | Likely / occasional | workplace & home |
| Pressure of the job | Likely / occasionally | workplace & home |
| Changes at work | Highly likely / inevitable | workplace & home |
| International / cross cultural moves | Likely / occasionally | everyone |

| Worldwide Events | Probability | Affects |
|---------------------------------|-------------------------|-------------|
| Travel incident (P) | unlikely / occasionally | work & home |
| Pandemic / epidemic disease (P) | unlikely / occasionally | everyone |
| Earthquake / tsunami (P) | unlikely / occasionally | everyone |
| Terrorist attack (P) | unlikely / occasionally | everyone |

When is enough, enough? /



**And when is it too much?
And do you have any
choice in when it all
happens?**

The Good News...

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MEDIACORP

WEDNESDAY, 13

12%

**OF PEOPLE
HERE
WILL BE
STRICKEN
BY MENTAL
ILLNESS
IN THEIR
LIFETIME,
ACCORDING
TO THE
SINGAPORE
MENTAL
HEALTH STUDY
PUBLISHED
IN 2011**

HOT NEWS • 6
**MENTAL ILLNESS A
ROADBLOCK TO JOBS**

6 hot news

FAIR EMPLOYMENT

Mental illness a roadblock to jobs

Those with mental illnesses choose to keep silent for fear of losing jobs or being denied one

ELIZA THOMAS
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SINGAPORE – During Ms Yee Yung Jen's

quent medical appoi
Another woman
her real name), hid
tion and landed a job
months ago. Genevi
early 30s, told TOD
ployers are still in t
had not sought medi
her "extreme mood
past out of fear that

TODAY • WEDNESDAY 13 FEBRUARY 2013



ART. YEN YOK

ut their illness in the
n, they will not get
ey don't declare and
y found out, they can

hibits employers from discriminating
against people with mental illness.

Nevertheless, in all three places,
employers are allowed to ask for medi
cal info when the illness limits the an-

AXA

The Good News...

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Hong Kong conducts first mental health survey

Hong Kong is currently carrying out its first mental health survey.

It is expected to take three years but preliminary findings show the region's mental health services to be inadequate.

Only 1% of Hong Kong residents are currently receiving mental health treatment but the need is thought to be far higher.

In 1997 Hong Kong transferred from a British colony to a region with special status under Chinese rule.

Caught between the traditions of Chinese culture and the westernising influence of 137 years of British rule, the city has experienced dramatic political, social and economic change leaving some of its most vulnerable citizens out in the cold.

Linda Lam is Chief Editor of the Hong Kong Journal of Psychiatry. She believes that the provision of mental health services in the city is way below need.

"We don't have figures for the prevalence of most psychological disorders in Hong Kong but like most developed cities there are estimates that



GETTY IMAGES

Hong Kong: one of the most crowded cities in the world

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The Good News...



- Resilience can be built and developed through experiences – both negative and positive
- People broadly act the same the world over
- Industry type has very little affect on outcomes

Bereavement

- Shock
- Denial
- Depression
- Guilt
- Anxiety / disorganisation
- Anger / aggression
- Acceptance / moving on

Job Loss / Layoff

- Shock
- Denial
- Bargaining
- Anger / aggression
- Disorganisation
- Depression
- Re-organisation / acceptance / moving on



The Even Better News...



- Individual resilience can be built
- Team resilience can be built
- Workforce resilience can be built

Equipping people with the skills and behaviours to bounce back after a set-back or crisis at work is vital for both the individual and the organisation



Factors of Resilience for Individuals

- **Emotion Regulation**
 - Manage their internal world, stay effective under pressure
- **Impulse Control**
 - To manage emotional impulses, ability to delay gratification
- **Causal Analysis**
 - Identify causes of adversity, move beyond habitual thinking styles
- **Self-efficacy**
 - To perceive self worth and see themselves as effective
- **Realistic Optimism**
 - Ability to stay positive about the future and be realistic about it too
- **Empathy**
 - The ability to read and understand other people's behaviour
- **Reaching Out**
 - Make the most of positive aspects of life, take on new challenges



Let us take a



Holiday



Business Trip



Team and Managers' Resilience

Your guide to Manager Support

Fact Sheet



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The Man
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to self-refer to t

Manager Consultancy

The best way to support employees experiencing difficulties is to deal with issues as soon as possible and provide the individual with positive support to help resolve the difficulty without delay. You can do this in two ways:

- 1. Speaking to an AXA ICAS professional and receiving practical and expert assistance in dealing with all kinds of line manager and supervisor issues.**
- 2. Encouraging employees to call the employee support service.**



Tips for building resilience

Being resilient is about functioning in a healthy manner when faced with risk or stress. People who are resilient are able to withstand considerable difficulty and bounce back from difficult events. Resilience is not to be mistaken for simply being seen to act tough or to pretend everything is fine when it's not: it's about having the inner resources to assess a situation, look at what is needed and take appropriate positive action.

At an Organisational Level

- A good return on investment
- Lower employee turnover
- Higher productivity
- A flexible, adaptive workforce

Through building the resilience of individuals

- Better ability to carry out its strategic business plan
- Better ability to respond successfully to external pressure, change and adversity
- Better management awareness and actions
- Better team responses

Future planning or ‘future proofing’

- Change will happen
- External factors will affect your business and may fundamentally change it
- Accidents in the work place
- Recruitment and roles at risk / redundancy
- What would you do in a critical incident situation?
- Everyone will be affected at some point in time
- Through training, support and regular awareness sessions from an Employee Assistance Programme provider your organisation will become more resilient

Questions /

Things turn out best for the people who
know how to
make the best of the way things turn out.

John Wooden

Being resilient is about functioning in a healthy manner when faced with risk or stress. People who are resilient are able to withstand considerable difficulty and bounce back from difficult events.

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