A Confluence Of Concerns

Mental Health.
EQ.
Performant Leadership.
High performance.

It’s Business. It’s Personal.
It’s Personal

Mental health

Social media BS at it’s worst: #yachtlife isn’t success or high performance.

Constant smiling isn’t high performance.
It’s Business

2017:
4 teams in disarray
Contract at risk
Failed product pipeline

2019:
Multiple product releases
Highest engagement scores
12 internal promotions
Why?
Mastery,
Autonomy,
Purpose.
Mass (study) Effect

10,308 civil servants in England were studied from 1985-1990
Mass (study) Effect

95% correlation between low job control and increase in heart disease.

"Men at the bottom were four times more likely to die than men in charge”.

"Low job control and risk of coronary heart disease" - 1997, British Medical Journal, [https://www.bmj.com/content/314/7080/558](https://www.bmj.com/content/314/7080/558)
Choose life.

“It is not about stress. It is about your level of control.

A lack of autonomy literally kills you.

The more control you feel able to exert over your situation, the more likely stress is to be stimulating rather than corrosive.”

(Marmot, Status Syndrome, 2004)
A self-care performance hack
Disconnection: 9 causes of depression and anxiety

Disconnection from:

1: meaningful work
2: other people
3: meaningful values
4: childhood trauma
5: status and respect
6: the natural world
7: a hopeful or secure future
8, 9: the real role of genes and brain changes
Disconnection: 9 causes of depression and anxiety

Disconnection from:

1: meaningful work
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Your leadership has influence over these domains.
Our mental health and our success at work depend on these needs being met.
It’s Personal

Disconnection from:

1: meaningful work
2: other people
5: status and respect
7: a hopeful or secure future
It’s Business

You’re a leader? Give away your authority and control.

World Health Org 2011: "We need to move from focusing on chemical imbalances to focusing on power imbalances...
Mental Health is produced socially."

Serve those you work with

Autonomy and Accountability are a high-powered combination:
• Clear team designs with purpose, performance and accountabilities written down
• Explicit authority delegations. Write down “we have the authority to…”
• Sign up for the accountability, deliver results and earn more authority

Moving from Directive to Supportive leadership:
• Happy/Sad/Confused retros: emotions are more insightful than burndown rates
• Open mic / anonymous Q&A: read them out loud word for word
• Monthly team demo meetings for peer accountability. No more HIPPO demos.
Looking after yourself

Be honest about your own mental health.

Talk to someone you trust when you need help. Flying solo is for losers.

Looking after your health means you can look out for those around you.
Looking after others

Serve those around you by being mentally healthy.

Create a safe space by being honest. “How are you, are you OK?” shouldn’t be a throw away question. Take it seriously and expect the same from others.

Asking that question could save a life.

When in doubt, call or refer others to 131114: