The Manager's Code –
connecting wellbeing with performance

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Background

The Manager's Code has been in development for application to the UK National Health Service since November 2008. Its development has been sponsored by the Institute of Healthcare Management with support from a wide range of Professional Organisations, Trade Unions and Agencies. This paper presents the ideas and thinking behind the Code. The paper Includes content of presentations in conferences, masterclasses and seminars to audiences from the UK health service sector. The content of the Code, with appropriate modification, has wider application to all sectors.

The Purpose of a Code

The principal purpose of any Code is a statement of the principles and values that guides everyday decision making of an organisation and the people who work in it. This Manager's Code is in three parts – managing the organisation, managing people and managing the service. It is based on the elements of organisations globally that achieve great success through the engagement of their workforce. The process

Purpose of a Code
▪ Central guide to users in day to day decision making
▪ Reflects the organisation's purpose, mission, values and principles
▪ Helps to resolve ethical dilemmas

of engagement, put simply, is organisations satisfying the self interest of the workforce which, in turn, and through a process of reciprocity, satisfy the self interest of the organisation.

This Code provides a baseline statement of behaviours and actions that Managers are expected to adopt in promoting a Positive Work Culture. A Positive Work Culture is one that provides the cultural foundations of organisations based on the link between wellbeing and performance. By ensuring the psychological wellbeing of the workforce, the workforce reciprocates with high level performance. It focuses on the behaviours that create and sustain commitment and trust between the organisation and its workforce. This, in turn, provides the context for strong emotional engagement between individuals and their employer organisation. The impact is on improving individual and corporate performance combined with attenuating levels of individual psychological distress, a principal cause of under-performance, errors, accidents and presenteeism, all of which have a deleterious impact on quality and cost.

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The main focus is to **prevent** presenteeism, the phenomenon that is people who come to work whilst being unable to concentrate effectively due to ill health, fear, or other factors that challenge their own survival and personal concerns, such as boredom, bullying, harassment and intimidation.

Almost everyone is motivated by self interest. This is because we are determined to survive. Part of the process of survival is to build personal resilience against threats to our survival. Amongst the key elements of resilience is building and sustaining the ability to interact effectively with others in order for us to receive the support we need to continue to satisfy our own self interest to survive. The processes involved in successful interaction include helping others fulfil their self interest, and through the process of reciprocity, they, in turn, will help us to fulfil our own self interest.

Background
▪ **Concern** over number of vacancies for senior management posts
▪ **Concern** over the attrition rate amongst top managers
▪ **Concern** over the outcome of staff surveys *bullying, harassment, disengagement*
▪ **Concern** over the levels of sickness absence, staff turnover and presenteeism due to psychological distress
▪ **Concern** over unfavourable management culture

The approach has been to devise a Code that will help foster an environment where people help each other achieve their self interest and through this process to achieve the interest of the organisation. The focus is on creating and sustaining a culture of commitment and trust. Commitment and trust between individuals has a massive positive impact in the process of building engagement between staff, their organisation and their work – the type of engagement that is all absorbing, where individuals give of themselves to their work and are mindful and conscious of their own and others contributions to the successful achievement of the organisation's purpose. This level of engagement is only achieved when the individual feels sufficiently relaxed about their work and in their working environment that they are energised and motivated to make contributions beyond that which is expected. This level of engagement is sometimes known as 'flow' or 'buzz' and provides a rosy glow sensation when achieved.

The Manager's Code includes a Code for Ethical Leadership. Too often leaders acknowledge the need for a healthy and productive workforce without understanding that the process starts with them. This self imposed immunity against adopting the behaviours that promote wellbeing and performance is a cause of great difficulty to organisations. Leaders create culture. Their promotion of a Positive Work Culture should manifest itself in their own behaviours, and as Role Models their behaviour will attract the interest of followers and cascade to other levels of leadership and management. The NHS, as with all other organisations, needs leaders that can create commitment and trust between themselves and their followers. Adopting the Manager's Code helps them to achieve this.
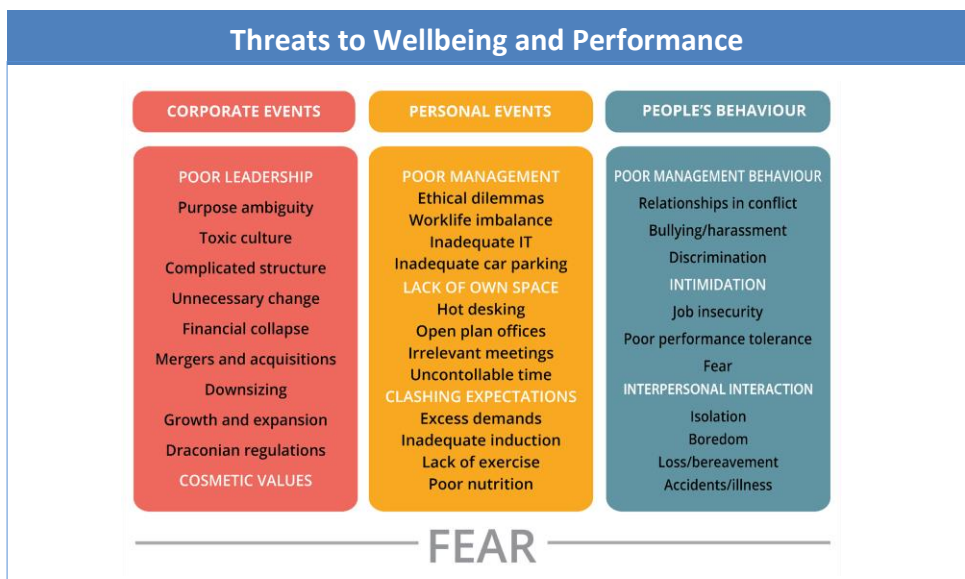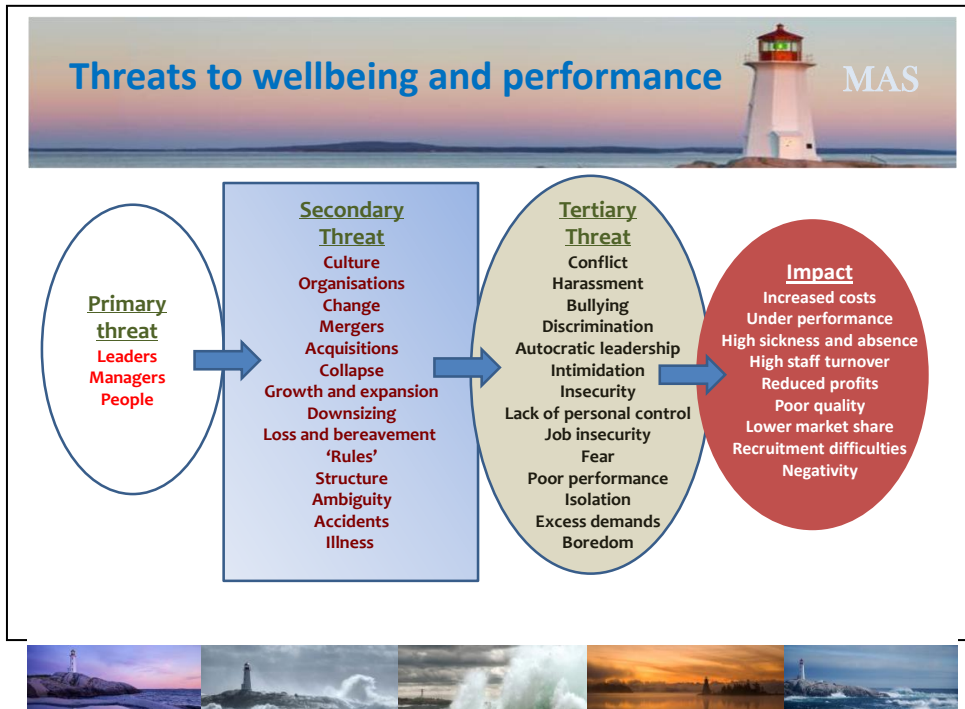
The causes of concern
The causes of concern that provoked the idea of this Code included the observation of a marked deterioration in the numbers of suitable candidates willing and able to put themselves forward for

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leadership positions at all levels of the NHS. It has been reported that some short lists for leadership appointments have been limited to a single candidate. In an organisation employing about 1.6 million people, this cannot be good; it leaves the organisation vulnerable to the appointments of inappropriately competent people. The length of tenure of some top leaders has shrunk to an amazingly short 3 years or less, with some arguing that this is merely a reflection of people moving jobs rather than losing them. Whatever the reality, a consistent positive approach to wellbeing and performance from the top is a necessity for stability and achievement. There is, also, a need to ensure that the investment made in developing the skills, knowledge and experience of leaders is not squandered by a culture that fails to support the exposure of their enthusiasm, skills, innovation and motivation. Anyone achieving positions of leadership who are subsequently exposed as being inadequate to the task may have a legitimate question concerning the 'weeding out' process that should take place long before an individual reaches a top level leadership position, and greater concerns that they have not been supported in acquiring the necessary behaviours, technical skills and experience to equip them for the highly demanding tasks they are expected to perform.

The results of national and local staff surveys have not been encouraging with upwards of 30% of staff experiencing the causes of under-performance. There have been reports of significantly high levels of sickness, absence and staff turnover, albeit with wide variations around the country. There is, also, concern over the apparently hostile climate within which Managers are expected to perform complex and challenging tasks. None of this forms part of a recipe for success.

## Threats to wellbeing and performance

There are three types of threat. The **first** is ourselves. Personal self control is often difficult. As the role of Managers and Leaders is to control others within controlled communities (organisations) we can find it even more difficult to exert influence on others and persuade them to do the things we wish them to do. The processes of persuasion and negotiation in interaction are often extremely slow and require behaviours that demand concentration, tolerance and a thorough understanding of other people. As the processes of interaction are slow and our time is short, we often resort to behaviours that we think speed up the processes such as autocracy, loud and noisy messages, bullying tactics and other processes of exerting power over others. We also use other means of control, such as emails, policies, procedures, rules, the law, and the metaphorical gun and other devices that can coerce others to do what we want them to do. As we do not like to receive interactions based on any of these they have a high risk of causing psychological distress in others, and, in some cases, terror. Most people disengage with others who use any of the devices and techniques to achieve control over other people. These approaches can have a serious inhibiting effect on personal performance.

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Threats to wellbeing and performance — MAS

Primary threat
Leaders
Managers
People

Secondary Threat
Culture
Organisations
Change
Mergers
Acquisitions
Collapse
Growth and expansion
Downsizing
Loss and bereavement
'Rules'
Structure
Ambiguity
Accidents
Illness

Tertiary Threat
Conflict
Harassment
Bullying
Discrimination
Autocratic leadership
Intimidation
Insecurity
Lack of personal control
Job insecurity
Fear
Poor performance
Isolation
Excess demands
Boredom

Impact
Increased costs
Under performance
High sickness and absence
High staff turnover
Reduced profits
Poor quality
Lower market share
Recruitment difficulties
Negativity

Threats to Wellbeing and Performance

CORPORATE EVENTS	PERSONAL EVENTS	PEOPLE'S BEHAVIOUR
POOR LEADERSHIP	POOR MANAGEMENT	POOR MANAGEMENT BEHAVIOUR
Purpose ambiguity	Ethical dilemmas	Relationships in conflict
Toxic culture	Worklife imbalance	Bullying/harassment
Complicated structure	Inadequate IT	Discrimination
Unnecessary change	Inadequate car parking	INTIMIDATION
Financial collapse	LACK OF OWN SPACE	Job insecurity
Mergers and acquisitions	Hot desking	Poor performance tolerance
Downsizing	Open plan offices	Fear
Growth and expansion	Irrelevant meetings	INTERPERSONAL INTERACTION
Draconian regulations	Uncontollable time	Isolation
COSMETIC VALUES	CLASHING EXPECTATIONS	Boredom
	Excess demands	Loss/bereavement
	Inadequate induction	Accidents/illness
	Lack of exercise	
	Poor nutrition	

— FEAR —

There are those, sometimes found in coaching sport, who rely on the use of intimidating, threatening and abusive behaviour, language and actions, to produce the best performance in others. The approach does have an effect on performance as it is based on challenging the self interest of individuals to survive. In general, the approach fails to encourage individuals to achieve greater performance than that needed to survive, and in sport survival might equate with winning. It fails, for example, to encourage people to thrive and achieve really stunning performance. If this is the only form of interaction that people experience in their lives it tends to be repeated down generations and produces generations of under performance and not stunning performance. Winning is sometimes not equated with pushing the boundaries of success.

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In the workplace a mindless Manager may believe that threatening an employee with the loss of their job is feeding the self interest of the employee to remain in employment; the mindful Manager understands that threats are psychologically damaging and do not create the reciprocity needed to feed the self interest of the Manager. A mindless Manager will often find him or herself tied up with endless conflicts that he or she refers (often) to HR to be sorted out. The mindful Manager will resolve any conflicts at the time, and will be able to focus more time on achieving great success for everyone.

The **second** level threat often arises from the existence of organisations themselves. Organisations are controlled communities, and, as they are living entities, they go through life cycles. In order for them to survive they need to respond effectively to internal and external pressures, and this demands constant adaptation and change. The list of examples of threats is in the slide. They are nearly all foreseeable and can, therefore, be managed in ways to reduce the adverse effect of psychological distress. Change is often positive, opening up new ways of thinking and achieving success if managed within the context of a Positive Work Culture based on commitment and trust.
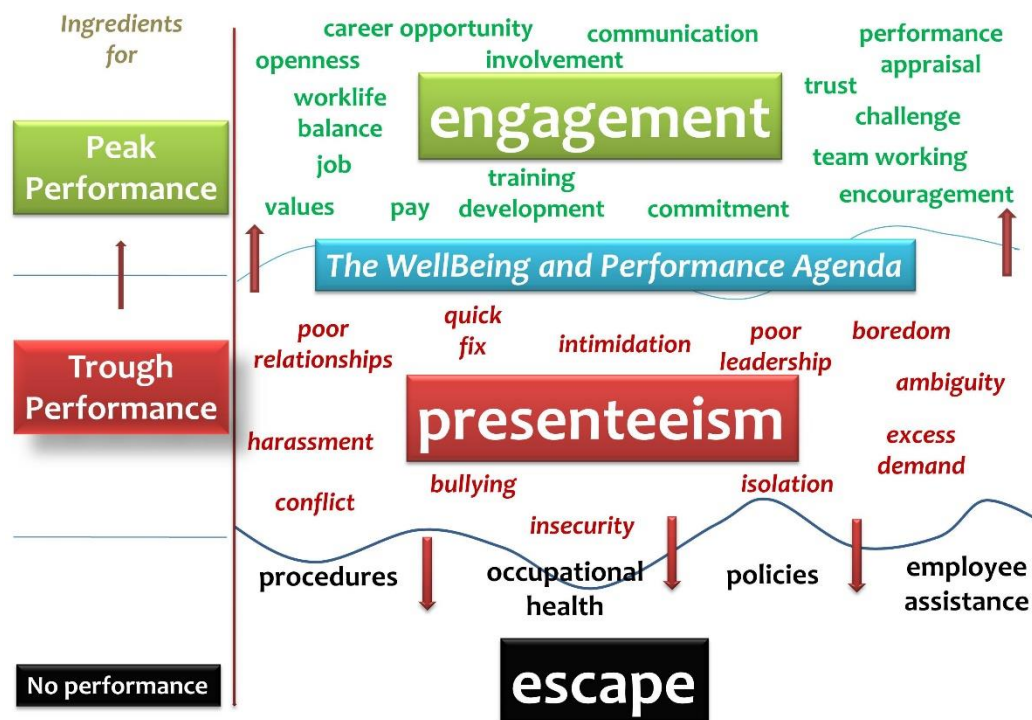
The **third** level of threat often arises from failed interactions within the context of organisations. Some of these are catalogued according to legislation and can be crystallized in ways that enable individuals to seek redress through policies, procedures and the law. The bulk of these contribute to presenteeism which is possibly the most damaging and ineffective aspect of organisations and individuals. Presenteeism is often the prelude to sickness absence and staff turnover due to psychological distress. It should be the main target for any attempts at reducing the costs of sickness absence.

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Presenteeism

Presenteeism, also known as presentness or 'the Iceberg Effect', is a phenomenon that people experience when they seek to work but under-perform because their concentration is diverted by events at work, or fear, or physical ill health. There are many ways of describing the cause of presenteeism, and these are shown in the slide.

Many organisations offer support to staff in an attempt to keep individuals in work. The most common are Occupational Health Services and Employee Assistance Programmes, the effectiveness of which are inconclusive in regard to reducing psychological distress. The expansion of psychological therapies may have a greater impact, although these are also reactive to people already suffering distress. What is known is that some individuals find that a continuation of psychological distress causes them to deteriorate to a point that they have to escape from the working environment, and take sick leave or leave the organisation. Many people who take sick leave go through a period of presenteeism before leaving the workplace. In effect, they may have been under-performing for some time before the situation becomes impossible for them. The approach of providing support services may have limited impact on their own. Combined with measures to prevent presenteeism has a far greater impact in lowering sickness absence and staff turnover.

According to research in this field, the costs of presenteeism far exceed the costs of sickness absence and staff turnover. It seems sensible to address presenteeism as a route to lowering sickness absence and staff turnover.
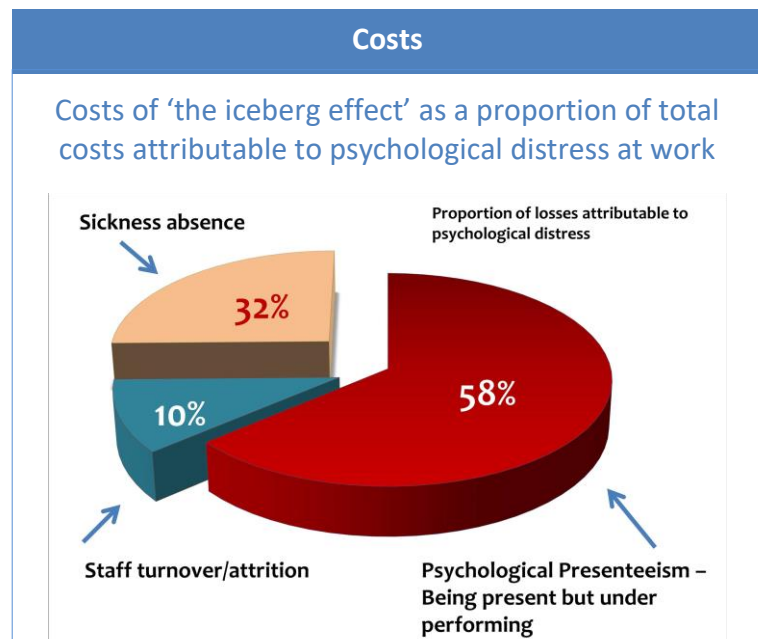
The approach behind developing the Manager's Code

It was the causes for concern that provoked the preparation of the Manager's Code. In 2008 it was suggested to the Institute of Healthcare Management that many of the concerns could be addressed by creating a Positive Work Culture based on commitment and trust between managers and their staff. The main challenge was how to set about making the cultural changes needed.

The approach was to engage the interest and support of the main Professional Organisations, Trade Unions and others to reach a consensus about what could be done to change the culture. The rationale was that these groups are in a good position to influence their members. The members could acquire the understanding, skills, knowledge and experience to influence their own way of working with their staff within their own organisation. In this context the organisation would be the people they work with – department, service, unit, as well as the larger organisation such as Practice, hospital or other larger organisation.

The strategy of change that would be needed would be a strategy of conviction. This strategy is known to have a lasting impact because it is based on either rational argument or using proven approaches already existing

> **Approach**
>
> - To engage professional bodies, trade unions and development agencies as catalyst
>
> - To use a strategy of **conviction** as the change strategy
>
> - To identify the impact factors relating to **wellbeing and performance** (*Commitment and trust lead to engagement*)
>
> - To promote a **positive work culture** as a means of tackling concerns and achieving the highest quality healthcare

elsewhere. This strategy is appropriate for a change in the behaviours of Managers, as they would be required to re-think their approach to management, in particular, their thinking about their own behaviour in persuading others to do things they might otherwise not do, without causing psychological distress, in order to achieve the purposes of the Manager. Managers would need to be convinced that by identifying the self interest in others, providing the requirements to satisfy those interests, a process of reciprocity would occur that results in others providing the Manager what he or she wants from them. All this is achieved without creating psychological distress, and promotes strong emotional engagement and a strong psychological contract (an unwritten understanding between people often based on a personal interpretation of fairness).

The argument used is based on the simple idea – 'if you feel well you perform better than if you feel ill'. As personal wellbeing is highly idiosyncratic, the approach would need to focus on the cultural context within which people work, as this would influence both the events that cause psychological distress as well as the behaviours of the controllers – the Managers, and through them, the behaviours of staff. Wellbeing and performance is heavily influenced by commitment and trust. This is known to encourage strong emotional engagement. Engagement of such strength only really happens when individuals feel well.

There are other factors to consider.

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We all act according to the meaning we place on the context in which we find ourselves. We adopt the behaviours expected of us according to both our understanding of context and our interpretation of an interaction. Many of us know immediately if we have entered a shop or hotel that is unacceptable, where the culture is hostile, by the behaviour of the people we meet who serve our interests. In a hostile environment our interests will not be served effectively, we may feel dissatisfied and we are unlikely to return. In a positive environment we will have an experience that encourages us to return because our needs are met positively, and may be exceeded by the attentiveness of the people who serve us.

Scene Setting
▪ We all act
▪ We are motivated by self-interest
▪ We have control of ourselves and not others
▪ Our negotiating skills need development
▪ We are hugely successful
▪ We build human capital but don't use it to best effect
▪ Wellbeing is idiosyncratic
▪ We are good at false attributions
▪ We need to consider altruistic self-interest to be good at negotiation

As said before, we are motivated by self-interest. This is because of our craving to survive in the knowledge of complete uncertainty about the future. If we wish to control others and persuade them to do things they might otherwise not do without causing psychological distress we have to understand what drives their self interest and feed that interest to a point where the other person reciprocates and provides us with what we want to serve our self interest. This requires negotiating skills of high order.

We are hugely successful in what we do; we have survived to this point. Recognising this in interaction is a basis for negotiating successfully. Failure to recognise another's success will provoke disengagement in an interaction, leading to a failed interaction and a failure in achieving what we want. Attentiveness to others is vital in finding out the other person's self interest.

We have built our human capital by acquiring skills, knowledge and experience over time. We need to use this in interaction, and recognise the other person's human capital. Those who express their human capital in interaction are often highly successful in negotiation, and consequently in achieving what they wish to achieve.

We are brilliant at false attributions – knowing exactly what someone else is thinking, their personality, and their self interests without talking to them. We almost always get it wrong. Recognising this will stimulate us to acquire the skills of attentiveness, probably the most important personal skill we need for success.

In order to exercise control over others – seeking to persuade them to do things they might otherwise not do, without causing psychological distress – we need to consider altruistic self-interest. This is giving something away of ourselves to feed the other person's self interest in order

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to receive back what we need as part of a reciprocity process of interaction. This tends to work in about 80% of interactions where the cultural context is positive.

Where does this fit into our work?
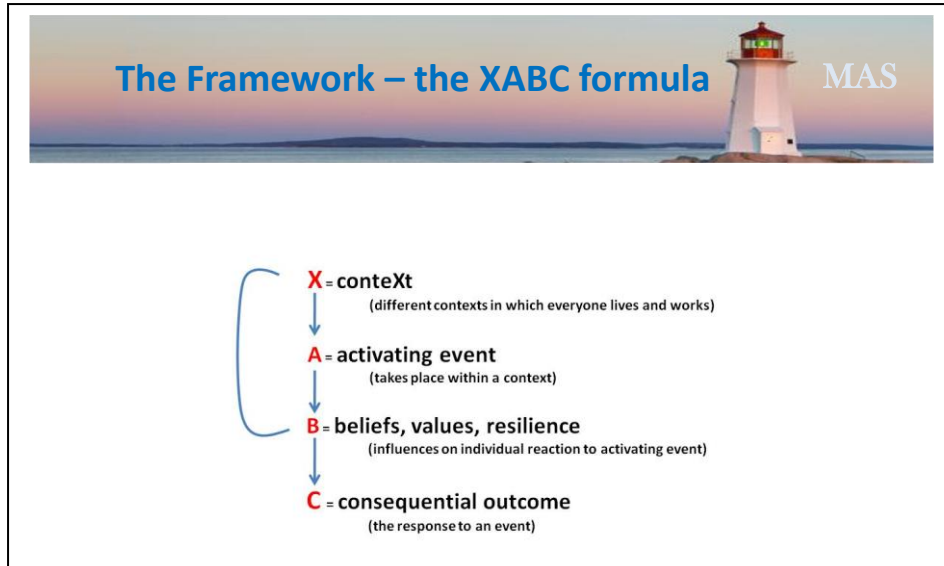
We respond to events. Events occur all the time; most are simple, routine and do not require us to make a conscious effort.

Our response to events is influenced by context. Someone being rude in the context of a team whose members know each other well may be very different from someone being rude in a team that does not, especially if the team leader refers the rude person to someone outside the team to take action to prevent rudeness from occurring again.

Events are influenced by context. Generally, when a seminar is being conducted the audience

remains quiet and compliant because that is the expectation. Take the same people at a tea break and they may take the opportunity to use their mobiles, chat amongst themselves and grab a cup of tea. That is expected. There is nothing stopping one person serving tea to everyone else, whilst they remain in their seats contemplating the brilliance of the seminar, but that may be regarded as unusual.
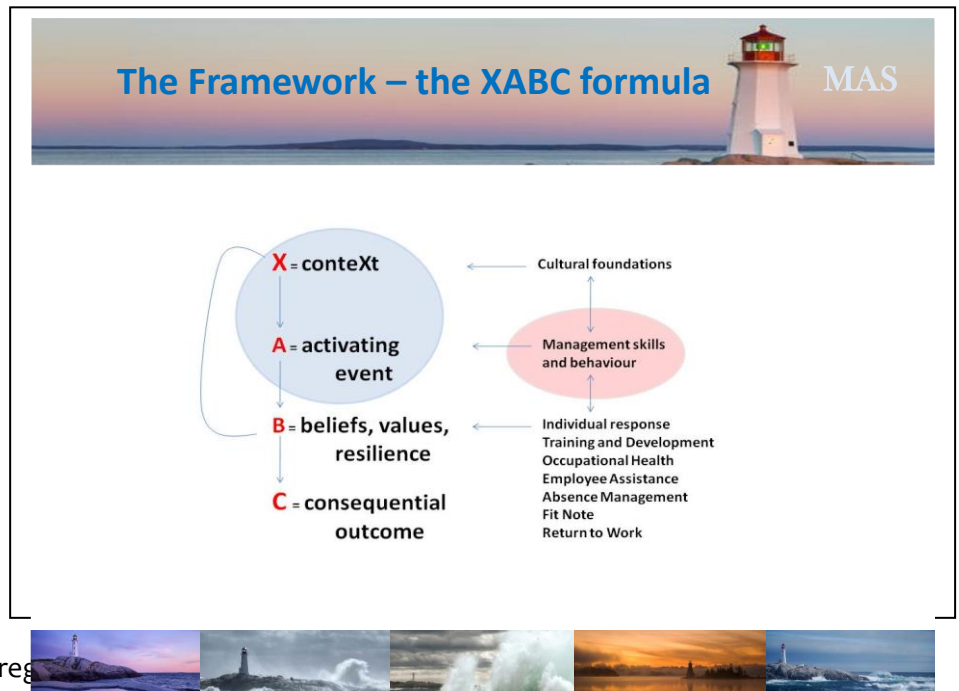
Our response to events is heavily influenced by our personal beliefs, values, personality, and levels of personal resilience. If one person volunteers to serve the tea it may be expected that quite a few

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others would also volunteer to help because their response is conditioned by themselves and their personal interpretation of what is helpful in promoting their self-interest. Being seen to be helpful may result in others being helpful to you in another situation.

Applying the XABC formula of behaviour to the building of a Positive Work Culture suggests that organisation controllers should influence the context, and the events that will arise in that context. This means addressing the cultural foundations of an organisation within which people are expected to behave.

The Manager's role

The classical roles of Managers are to direct, co-ordinate and control people to achieve an identified purpose. In this Code these classic roles are interpreted as **managing the organisation** – the creation of the purpose, cultural foundations, structures and rules of the organisation; **managing people** – controlling others through the effective application of behaviours that produce commitment and trust; and **managing services** – the technical skills required to direct, co-ordinate and control resources to achieve the purpose of the organisation.

The Manager's Role
▪ To manage their own organisation
▪ To manage people
▪ To manage services

Managers will be able to undertake their role once they have acquired the relevant skills knowledge and experience.

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Skills, knowledge and experience of Managers

The skills, knowledge and experience needed to be effective as a manager can be described as three levels.

Level A skills are those behaviours needed to interact effectively with others. The focus for these behaviours is to build and sustain commitment and trust between the Manager and those he or she is controlling. These behaviours are described later and are the principal focus for the Manager's Code.

Skills, knowledge and experience of managers
Level A – the behaviours that build and sustain commitment and trust
Level B – the skills needed to manage services
Level C – the eclectic skills, knowledge and experience needed to take a lead and address any issues at any time of any complexity

Level B skills are the skills needed to manage services. These are mainly technical skills relating to providing future direction or strategic and operational planning, providing the ability to co-ordinate resources to achieve a purpose in the most efficient and effective manner, and the technical skills to control the resources in ways that achieve the purpose. Most training programmes are focused on this level and involve techniques and processes embracing information technology, accounting, and business systems relating to project management.

Level C skills are the eclectic skills, knowledge and experience that Managers need to acquire over time that equip them for leadership. These are mainly the acquisition of wisdom and experience gained through exposure to a broad range of life and work experiences. Exposure to working in different cultures, services and organisations helps to build eclectic skills, and helps to develop the maturity needed to be able to lead others with conviction and impact.

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The characteristics of a Positive Work Culture.

The slide below sets out characteristics of a Positive Work Culture. These are taken from studies of successful organisations globally and are an amalgam of features identified as influencing positive behaviours at work.

Characteristics of a Positive Work Culture
▪ **Purpose** that is clear and unambiguous, expressed as a simple **'big idea'**, an idea which all the staff relate to closely, and are proud to discuss with friends and colleagues.
▪ **Atmosphere** that uses the combined intelligence of the workforce by **sharing responsibility** for the future success of the organisation, where all staff are encouraged to **think independently**, are **attentive** to each other, are kindly and supportive of each other, and act with **compassion**.
▪ **Behaviour** that is **respectful** towards each other, each other's views and opinions are valued, where teams are places of mutual support, where anything is debated **without a hint of humiliation**, where the critique of individual and team work is welcomed, discussed and where lessons are learnt and implemented.
▪ **Staff** who project a **confidence** towards clients and customers, who **'go the extra mile'** by providing unsolicited ideas, thoughts, stimulus to each other, and where their interest in their customers offers something more than is expected, beyond **courtesy**, and beyond service, offering attentiveness and personal interest.
▪ **Leaders and managers** who extract the best from their workforce by **challenging** their staff, providing opportunities for personal development through new experiences, and who treat everyone with **fairness** and **understanding**.
▪ **An organisation** that is **driven by its values** towards organisation and personal **success** - intellectually, financially, socially and emotionally.

The characteristics of a **Positive Work Culture** provide the cultural foundations within which people can work effectively. The framework above may be used as a structure for a programme to develop positive working. The techniques and training required address each of the characteristics. The focus is on how people should interact with each other and the approaches Managers should adopt to get the best from their staff.

These characteristics equate closely to the values that organisations may wish to use as the basis of their operations. Some organisations translate these characteristics into their 'credo', for example, by stating clearly that:

Putting people first

Putting client/customers/patients/ second

Putting shareholder/stakeholder value third

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Managing the organisation - A framework for building a Positive Work Culture

Building a Positive Work Culture – managing the organisation

The starting point is to take a look at the whole organisation. For individuals this means their own service, department or unit.

The question to be asked in looking at the organisation is 'how do I build commitment and trust?'

This question is asked of four e...e **architecture**, the **rules** of how the organisation should work and, finally, **'how to play the game'** – the training needed to apply the rules within the architecture to achieve the purpose.

Starting with the purpose – the purpose needs to be expressed as a 'big idea', an idea that is succinct. If this is expressed easily and reflects the true purpose of the organisation it will start the

commitment process.

Next is the architecture – if this is as flat as possible it reduces psychological distress because decisions about people will be more likely to be taken by the people themselves. This helps establish commitment and trust. It also helps with the application of Adaptive Leadership which is the process of engaging people in deciding about important matters relating to the progress of the organisation towards its success.

The 'rules' are enabling rules. There are a number of specific rules that influence commitment and trust; some are provided in the slide above.

The complete list of topics is:

- The 'big idea'
- Architecture

- Rules:
  - Training and Development
  - Pay
  - Challenge at work
  - Team working
  - Communication
  - Involvement
  - Citizenship
  - Performance appraisal
  - Career opportunity
  - Job security
  - Manager encouragement
  - Work-life balance
  - Openness

Each rule is expressed in ways that promote commitment and trust. For example, work-life balance is about the way the employer responds to domestic crisis, not about the balance between home and work.

The 'how to play the game' focuses on the behaviours that promote commitment and trust and facilitate the application of the rules within the architecture that combines to achieve the purpose.

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Managing people - Personal attributes and behaviours of Managers

Managing people requires Managers to think about people as extremely valuable assets that can help them achieve their own self-interest, such as successfully delivering health services that make people feel better.

Never under estimate the power of inertia; we are all very lazy and find it difficult to adjust our behaviour once they are embedded within us. We always revert to our default position, which are the behaviours that have brought us to this point in our lives because they have worked for us up to now. Therefore, to change behaviour requires Managers to be convinced that, by behaving differently, they will fulfil their own self interest more successfully than before. This depends heavily on the cultural context in which Managers work (hence the focus on managing the organisation).
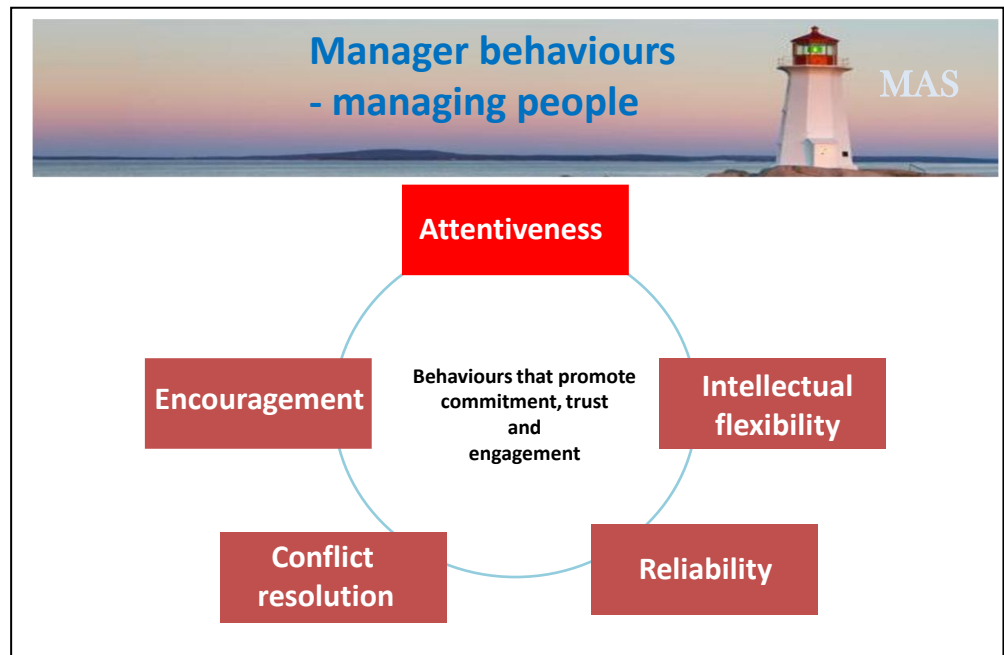
The approach is to re-interpret the default position of Managers. It is to substitute the attributes described in the slide above for the current attributes of Managers where they are absent. The attributes in the slide are evidenced as providing the ability to persuade people to do things they might otherwise not do, and without a hint of psychological distress. They are the attributes of seduction.

Once these are embedded as the default position for Managers, the behaviours that reflect the default thinking are those in the right hand column in the slide above.

The headline behaviours that Managers require to build and sustain commitment and trust are shown in the slide below.

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The most critical attribute and behaviour is attentiveness. If I can be genuinely attentive to you, you will be attentive back. It is a demonstration of reciprocity that governs the process of interaction. However, we all dance on a fault line with these behaviours. If you think I am not attentive, concern, you will diseng

persuasion it would otherwise contain. If you are engaged with me on a matter that is serious for you, and I fail to be attentive, you will remember this next time you seek an opinion from me on a serious (to you) matter. This is how routine interactions fail to achieve the level of strength needed to achieve great success.

Superficial attentiveness is a serious threat to engagement. Some people may be known for their charm rather than their attentiveness, and charm is entertaining rather than enabling full attentiveness, although when used effectively, charm may be a lead to full attentiveness and add power to the interaction. These are fine lines to be drawn and merely underline the complexity involved. However, attentiveness in isolation is only one ingredient of the rich cake of behaviours needed to promote commitment and trust, albeit the most important.

Managing the service

The third section of the Manager's Code focuses on managing the service. In this the emphasis is on ethical leadership, and the model used is the 4S model.

The effective management of services assumes that Managers have the technical skills to manage. It assumes that Managers know how to provide direction, co-ordination and control through technical policies, protocols and processes.

The emphasis in the Code is on the behaviours that support the technical expertise of Managers. It emphasises that the Manager must acquire **status** in the eyes of followers; status that means personal attributes and behaviours that promote commitment and trust, and are seen to be ethically based. This means that the behaviours described briefly before are delivered with genuine

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sincerity and that the Manager is able to demonstrate the difference between what may be right or wrong in any situation, and justify the position taken.

The focus on **staff** is to emphasis the behaviours that promote engagement, as described earlier.

Managing the Service
The 4S Model of Ethical Leadership
Status – profile of an ethical person
Staff – behaviours that promote engagement
Service – behaviours that produce the highest quality and standards of service
Society – behaviours that demonstrate a concern to prevent harm in society

The focus on **service** is to emphasise the Manager's ability to produce the highest quality and standards in the delivery of services through their ability to persuade, encourage, support and resolve to take effective decisions. This, in turn, requires Managers to understand and apply concepts of appropriateness, efficacy, effectiveness and efficiency in decision making.

The focus on **society** is for Managers to demonstrate their mindfulness of the power that health services can cause harm as well as good in society at large. Current concerns about global warming, energy consumption, threats to wellbeing in society are some issues. Others are the power of partnerships, the avoidance of overlapping services, the contribution of economics, architecture, family structures to wellbeing. Others are related to demographics and the impact of attachment of children, the isolation of the disenfranchised, the needs of the disabled, the value of diversity, and the struggles of the older adult.

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The Manager's Code

The Manager's Code is in three parts, each of which has been introduced above.

The Manager's Code
Connecting Wellbeing and Performance
Code 1 – Managing the organisation
purpose, structures, rules
Code 2 – Managing People
status, staff and the public
Code 3 – Managing the service
decision making, service, society

Implementation

There are several options for implementing the Code.

The hope is that the strategy adopted will be the strategy of conviction and that the Code will become the default position for Managers and become embedded in their thinking and their behaviour.

Implementation starts with the Code being embedded as part of a strategy for organisations delivering healthcare.

A key is for Managers to recognise the relationship between wellbeing and performance. This is a critical relationship. People who feel well perform better than people who feel ill.

Implementation - challenge
▪ Embedding wellbeing and performance into organisation strategy
▪ Embedding a Positive Work Culture into organisation strategy

Emphasising this relationship may require a national focus, helped by the creation of a **Centre for Wellbeing and Performance,** which would have the task of facilitating the development of a Positive Work Culture. The idea for this Centre is for a joint venture between all the participating Professional Organisations, Trade Unions and others to deliver services that ensure that the wellbeing of staff is reciprocated with high performance. This would entail research, organisation development and management development activities delivered by staff from the participating organisations skilled in research, facilitations, training and coaching.

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Implementation – national level

- Create a centre for wellbeing and performance
- Annual practice certificates for managers
- Training Programmes
- Cascade code messages

Another idea is for Managers to require a Licence to Practice with renewal every year or two. The licence could be issued by the proposed Centre for Wellbeing and Performance on behalf of participating Professional Organisations, and be available for different degrees of management responsibility, reflecting the wide variation of managerial roles. An essential aspect of a licence would be the acquisition and application of behaviours that promote commitment and trust.

There is little doubt that Managers require training to obtain a licence. This could be offered as part of the function of a Centre for Wellbeing and Performance, and include Cognitive Coaching as well as other triple loop learning processes.

Implementation - national level

- **Create a Centre for Wellbeing and Performance**
  - ✓ *Licensing body; training; facilitation; coaching*
- **Annual Practice Certificates**
  - ✓ *Licence to practice; linked to professional membership;*
- **Training programmes**
  - ✓ *Managing organisations, people and services*
- **Cascade Code messages**
  - ✓ *Articles; reviews; media; competition*

Implementation - local level

- **Facilitating top team development**
  - ✓ *Awareness; organisation strategy; re-design; action; leadership*
- **Raising awareness of wellbeing and performance amongst all staff**
  - ✓ *Training, smart cards; appraisal; articles; competitions*
- **Training programmes in manager behaviours**
  - ✓ *Developing attributes; behaviours; actions; appraisal*
- **Cognitive Coaching**
  - ✓ *Thinking differently*

need to be applied to ensure that cultural change cascades throughout the health services and beyond. The processes will need to reinforce the messages associated with a Positive Work Culture, in particular the behaviours that promote commitment and trust. These sessions are about being offered constantly until

At local levels implementation will require the development of top teams in establishing the cultural foundations for their organisation, combined with development programmes for all Managers. All

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Implementation – local level
▪ Facilitating top team development
▪ Raising awareness of wellbeing and performance amongst all staff
▪ Training programmes in manager behaviours
▪ Cognitive coaching

staff will need to be made aware of the Code and the approach being adopted. This can be achieved through workshops, seminars, conferences and other means of personal presentation.

Cognitive Coaching of Managers will be necessary to assist with the change in thinking that precedes a change in behaviour.

Conclusion

The development of a Manager's Code has been in response to major concerns over the management of health services in the UK. The focus of these concerns has been the existing culture that appears to inhibit effective management, and produces an unfavourable context for Managers seeking top positions.

There is a major and significant challenge to improve the performance of health services by recognising the link between individual wellbeing and performance and the performance of organisations. Once recognised it is anticipated that the main focus will be to establish a Positive Work Culture based on commitment and trust. The key impact factors of this development will be a reduction in the level of presenteeism which precedes sickness absence and staff turnover due to psychological distress. Not only will there be a saving in the cost of sickness absence, but an increase in performance as a result of attenuating the levels of presenteeism and an increase in emotional engagement and a strong psychological contract for individuals in the workforce.

Benefits
▪ A context and culture in which staff thrive
▪ Improved organisational performance
▪ Improved people management
▪ Increase d employee engagement with the organisation
▪ Resilient managers and staff who are able to withstand exceptional stresses and demands without developing stress-related problems
▪ Reduced costs from under-performance, presenteeism, sickness absence and staff turnover

There are other benefits. These include the strengthening of personal resilience as the culture will emphasise the mutual support provided to Managers and staff. Those who succumb to illness will find it easier to return to an empathetic work environment that promotes commitment and trust.

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Health services are delivered by people. People are in direct contact with their patients, and their interaction with patients has a profound impact on the course of care and support. For staff to be motivated to provide the highest standards and quality of care they need to feel well and engaged wholly in their work. The Manager's Code will help them to achieve this.

Derek Mowbray

Is a director of The Management Advisory Service (MAS), which he founded on the initiative of the Secretary of State for Health in 1982.

Derek Mowbray is an Organisation and Occupation Health Psychologist. He is a visiting Professor in Psychology at Northumbria University, an Independent Technical Expert to the European Commission on healthcare matters and an Expert Witness in Stress Management.

Derek Mowbray has held senior and top management positions in the NHS, Voluntary Sector and in Higher Education, as well as in the Private Sector through his own companies.

Further information

For advice and support in any aspect of The Manager's Code, including training, cognitive coaching and consultancy advice, please see www.mas.org.uk and www.orghealth.co.uk where programmes, guides, white papers and other resources may be found or call us on 01242 241882.

Our Development Programmes may be found at http://www.mas.org.uk/development-programmes.html and include:

- Changing Manager behaviour
- Ethical Leadership
- The Wellbeing and Performance Agenda
- Managing wellbeing and performance at work
- Managing stress at work
- Resilience and wellbeing at work

To download a copy of The Manager's Code please go to the IHM website or www.mas.org.uk

Those engaged in supporting the work of The Manager's Code include: The Institute of Healthcare Managers (sponsor), the British Medical Association, The Royal College of Nursing, The Health Foundation, The Royal College of General Practitioners, the Health and Safety Executive, the Department of Health, the Chartered Institute for Personnel and Development, the British Psychological Society, the Welsh Assembly Government.

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