



Promoting Stress Management, Diversity and Performance Orientation

GlaxoSmithKline (GSK) (UK) recognises that, to succeed in a highly competitive environment, it needs a corporate culture that protects and enhances the resilience of its workforce.

Poor resilience among employees can adversely affect *GSK* in many areas, such as lack of engagement/commitment, impaired business performance, burnout and in the area of compliance/litigation. The company has therefore developed “Team Resilience” – an important strategy and set of management tools to enhance performance and provide human sustainability within *GSK*.

The team and its supervisor are particularly important when considering employees’ experience of workplace stress. Stress management at *GSK* means not only supporting the individual but also focusing on teams. As well as covering psychological or mental well-being issues, it also addresses a broader resilience – i.e. the ability to succeed personally and professionally in the midst of a high-pressured, fast-moving and continuously changing environment.

As part of the company’s overall Team Resilience Strategy, a Team Resilience Process has been developed, based on a contract agreed by all members of the team. Comprehensive assessments of team resilience and the effects of workplace pressure then become the foundation for team action planning. Activities designed to promote resilience and reduce stress are implemented and evaluated.

The Resilience Strategy represents a preventive, proactive and participative approach. Driven by top management, it involves the use of simple and standard *GSK* process improvement tools.

Management at all levels are responsible for addressing pressure at *GSK*, with support from a group dedicated to dealing with employee health, in partnership with Human Resources.

Managers are given support to foster team resilience and promote the psychosocial well-being of their employees. This is achieved through open communication on the sources of pressure and the understanding of roles, objectives and priorities of the individual and the company.

Over 2000 people are currently actively participating in the Team Resilience Process in the UK and this is growing daily and spreading across *GSK* in Europe and worldwide.

The “*GSK* Team Resilience and Mental Well-Being Questionnaire” is used at the start of the process – as an online version or on paper. This identifies potential causes of stress in the team which not only affect the individual employee’s well-being but also have operational consequences for activities such as innovation, sales and delivery punctuality.

It also covers relationships, work demands, corporate culture, career and development, control of work, management practices and individual factors such as attitudes and characteristics of team members.

To ensure confidentiality, the questionnaire is only used for teams of eight people or more.

After evaluation of the questionnaires, the supervisor receives a detailed report on the results which disclose the team stressors and provide information on their effects on health, well-being, engagement, motivation and work in the company. The report therefore also contains statements on the identification and affinity of the employees with the company, employee satisfaction, the work-life balance experience and the innovation climate.

During a team meeting, the identified key stressors and their sources are discussed and focal areas defined for the improvement process.

An action plan is worked out, implemented and then evaluated together. The plan not only enables a team to address any impediments to optimal performance, but also has implications for the success of the whole organisation.