LEADERSHIP HEALTH
COACHING

Dr. Ian Wright
Our Mission

To improve the quality of human life by enabling people to do more, feel better, live longer.
Health Continuum

Well

Ill
Absence v Sub-optimal Performance
Biopsychosocial Model – Prof. C Main

Health

Attitudes & Beliefs

Psychological distress

Illness behaviours

Social environment
"Healthy people make healthy companies. And healthy companies are more likely, more often, and over a longer period of time, to make healthy profits and to have healthy returns on investments."
Focus on Leaders

- Selected population
- High performers
- Significant effect
- Individual
- Team
- Role model
- Environment
- Multipliers of effect
- Ethical debate
- Pilot project
The Importance of Leadership

- A Key Driver of Superior Business Performance
- A Vital Source of Competitive Advantage
- The Fundamental Element for Organisational Change
A Leader:

Is responsible for the performance of others

Increases the performance of others far beyond the level they could have achieved without him/her
Why are Leaders important?

- Leaders have on average a 14% impact on bottom line (Harvard Study – ranging from 40% down to 5%)
- Leaders’ impact on performance is increasing (CHPD Study)
- There is a global shortage of capable leaders
- Leaders are born and made – about 70% of a high performing individual’s leadership potential can be developed
GSK Team Resilience Results – 4 Groups

**Good Health and Work-Life**

**Moderate pressure**

**GROUP 4: Very Committed and Good Health/WL (22%)**
- High Commitment
  - Pride, Innovation
  - Job Satisfaction
- No intention to leave

**GROUP 3: Committed, but Poorer Health/WL (28%)**

**GROUP 2: Moderately Committed but Good Health/WL (27%)**

**GROUP 1: Not so Committed and Poor Health/WL (23%)**
- High Commitment:
  - Pride, Innovation
  - Job Satisfaction
- No intention to leave
GSK Executives

- 38% are highly engaged but are compromised in terms of resilience and energy

- 20% GSK UK Executives, participating in the Executive health assessment, are sedentary and over 40% are overweight
Age sex distribution

- 563 UK Execs
- 26% Female
- 74% Male
- Average age Male Exec = 48.16
- Average age Female Exec = 45.97
- Average age overall = 47.59
Lifestyle risks

1. Smoking
2. Weight management
3. Physical activity
4. Sleep
5. Nutrition
6. Alcohol
The GSK Leadership Framework: Driving high performance across our businesses
The Leadership Framework: A holistic model with 4 component parts

- Behaviours
- Expertise
- Self-awareness
- Execution
SELF-AWARENESS
Your own self-awareness and knowledge that helps you manage your talents, skills, potential and energy to perform at your best
What is self-awareness?

To be **high performing**, you have to be **self-aware**

- Understanding who you are
- What drives you, and what makes us unique
- The source of energy for all that you do
Leadership of self-awareness

Self-awareness/self leadership is a core competence to high performance. It is made up of:
- Who I am – my preferences, style
- How I operate – my patterns, habits and ‘inner talk’
- My abilities – my strengths and talents
- My passion and drive – my purpose, values, motivation
- How I relate – my emotional intelligence
- My health, well-being and sustainability – my resilience and energy management

“To be a true leader, be yourself – more – with skill.”

Process Flow

**BUPA Physician**
- Recommends LHCC services post medical

**Executive**
- Does the Exec give permission for referral?
  - **No**
    - FH/E-mail Medical to LHCC
  - **Yes**
    - Proceed with LHCC services

**EHM Advisor**
- Recommends LHCC services in conversation with Executive (may follow Energy for Performance)

**End of Process**

**Executive**
- Decides to contact LHCC directly

**Leadership Health Coach**
- Reviews medical information, assesses potential solution and arranges to call Executive

**Leadership Health Coach**
- Calls Executive

**LEGEND**
- Event
- Decision
- BUPA role
- EHM role
- Executive role
- LHCC role
- Joint Exec/LHCC role

**NO**

**YES**

**End of Process**

**Leadership Health Coach**
- Provides feedback to GSK EHM for information

**END OF PROCESS**

**EXECUTIVE ROLE**

**BUPA ROLE**

**EHM ROLE**

**LHCC ROLE**

**JOINT EXEC/LHCC ROLE**

---

**Leadership Health Coach**
- Provides feedback to GSK EHM for information

**End of Process**

---

**Leadership Health Coach**
- Sample Exec’s surveyed

**Leadership Health Coach**
- Does research to develop plan for Exec.

**End of Process (Exec may be surveyed)**
Leadership Health Coaching Process

The Executive
- EH&P Consultation
- Executive Health Assessment
- Specific Programme e.g. HRA, TRQ
- HR, L&OD

Signed Consent

Leadership Health Coaching Centre

Agreed Bespoke Programme

Coaching in physical activity
Medical advice and intervention
Life-style Coaching
Coaching in work-life integration & emotional support
**Individual Outcomes**

Executives will:

- Act to increase and sustain their resilience, health and well-being
- Report increased energy in personal and professional terms
- Health and lifestyle risk profiles will improve
- Have improved capacity, functionality and productivity.

**Organisational Outcomes**

The organisation will:

- Sustain the resilience, health and well-being of its key executive talent
- Contribute to a health supporting culture through executive role modelling in values and actions
Evaluation

- Acceptance
- Effectiveness
- Methodology of delivery
Annecdotes

- It's great!
- I would never have gotten around to doing anything about it without it.
- I am certainly exercising more than I used to, which has got to be good for my health.
- A good way of maintaining what I started with Corporate Athlete.
Do more, feel better, live longer

GSK GlaxoSmithKline
Questions?