

# Leaders Meet: Wellbeing

Etihad Training Campus, Manchester, 21 May 2019

Další díl „Leaders Meet“, tentokrát se zaměřením na jedno z nejžhavějších témat ve vrcholovém sportu, wellbeing, se konal v květnu v Manchesteru. Cílem bylo prozkoumat a nabídnout lekce ze sportu i mimo něj. Společně jsme se ponořili do konkrétních témat a studií spojených s wellbeing a jeho vztahem k elitní úrovni výkonu a výkonnosti.

Tato prezentace je součástí zpětnovazebné textu LEADERS\_MANCHESTER\_Wellbeing\_klíčové poznatky v kostce\_final, který najdete na webu [treneri.olympic.cz](http://treneri.olympic.cz)





## Leaders Meet: Wellbeing, Etihad Training Campus, Manchester, 21 May 2019

Dlouho tabuizované téma depresí a dalších problémů, které potkávají elitní sportovce se začalo dostávat na světlo světa velmi pomalu od roku 2010. Více začalo zářit poslední tři roky. Pomohli tomu sportovci sami tím, že začali o svých problémech mluvit a hlásit se o pomoc.

Michal Barda ve svém textu pro magazín Coach (11/2019, Wellbeing není jen wellness!, str. 24-25) říká: “Deprese není slabost, deprese je nemoc. Nemoc jako cukrovka, nebo rakovina, jen šíří lidskou duši a stojí za největším množstvím sebevražd na světě.” Neznamená, že když se o depresi v našem sportovním prostředí moc nemluví, že neexistuje. Měli bychom být připraveni.



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Na dalších stránkách vám předkládáme hlavní slidy ze čtyř případových studií, sedmi řečníků a nepřeborného množství informací, které si můžete po shlédnutí třeba spojit s výše uvedeným textem a předat například svým sportovcům ve svých klubech či organizacích.







**LEADERS  
MEET**

Wellbeing

WELLBEING INTERVENTIONS & BEST PRACTICES

# Case Study 1 - City Football Group: Creating Environments to Thrive & Perform



**Cherrie Daley**  
Director of  
Performance Services  
& Applied Research  
City Football Group



**Carolyn Macnab**  
Group Human Resources  
Director  
City Football Group



**Grant Downie**  
Performance Services  
Expert



**#LEADERS19**

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**beaconforce**





# The Unrivalled #1 Sport In The World

An emotive & engaging sports & entertainment platform



## Most Popular

40% of world's population  
interested in football

## Most Played

#1 participated sport  
in 59% of countries  
(next most participated is 9%)

## Most Watched

#1 sport on TV for 75%  
of major global markets

## Rapidly Growing

in developed and  
developing countries alike





- City PASS utilises team formation to appraise concerns about players
- Coordinated effort within the academy system, led by a core team of multi-disciplinary staff.
- **City PASS involves:**
  - Capturing concerns about players (well-being, behavior and performance) from across the system (coaching, medical, education, welfare, safeguarding, operations).
  - Developing a shared understanding of the concerns presented.
  - Increasing psychological understanding and empathy for the person experiencing problems
  - Informing interventions/collaborative work to address concerns raised.





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  - Increasing psychological understanding and empathy for the person experiencing problems
  - Informing interventions/collaborative work to address concerns raised.
  - Helping ease anxieties within the system around complex and/or sensitive player concerns.





The form is titled 'What's the score?' and includes a grid for recording scores. The grid has 11 rows and 7 columns. The columns are labeled '1', '2', '3', '4', '5', '6', and '7'. The rows correspond to the 11 questions. A legend at the bottom of the form shows a color-coded scale: 1 (blue), 2 (yellow), 3 (green), 4 (red), 5 (orange), 6 (purple), and 7 (brown).

- Adapted from a validated tool - *The Mental Health Continuum-Short Version (Keyes, 2009)*
- 11 questions
- Ratings: 1-7 (never - sometimes – always)
- Completed with a member of Sport Psychology team
- Face-to-face interaction with every young player
- Frequency: x3 times per year (align with MOC/POC)







- Series of workshops for all staff
- Develop an understanding and raise awareness about mental health in young people
  - What to look out for and how to support



Please Notice This



**SPOT** the early warning signs that a player might be struggling with their mental health



**ASK** relevant questions, in a safe environment



**FOLLOW** up your conversation with actions



**ENCOURAGE** the player to seek further support



# A link between wellbeing and high performing organisations

There is increasing evidence correlating investment in wellbeing with high performance



## Why Invest in employee wellbeing?



### Better performance

#### Better customer experience

Organisations with high levels of employee wellbeing have outperformed the stock market by around 2% 2% per year over a 25 year period.

FTSE 100 companies promoting best practice in employee health and wellbeing show a higher than average shareholder return - 8% instead of 5%.

#### Reduced staff turnover

The average cost of filling an employee vacancy (recruitment, advertising costs, redundancy payments, training and induction) is £6,125.



### Reduced costs

The average annual cost of absence and presenteeism was £9.8 billion, or around 2% of a company's wage bill.

Business absence costs UK employers about £33.5 per employee per year.

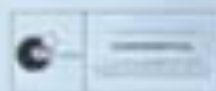
The total cost of business absence to UK business is about £10bn per year.

Presenteeism (where employees work, but are under-productive due to poor emotional wellbeing) costs the UK economy £10bn annually.



### Higher creativity

Organisations promoting health and wellbeing are 20% more likely to be creative and innovative.



What Works Well Centre for Wellbeing 2017

## DOES WORKER WELLBEING AFFECT WORKPLACE PERFORMANCE?

Alex Bryson, John Forth and Lucy Stokes, NIESR

OCTOBER 2014

## Department for Business, Innovation & Skills Report 2014

Improvement in wellbeing will result in Improved workplace performance:

- profitability (financial performance)
- labour productivity and quality of outputs or services

## Deloitte's Global Human Capital Trends Survey 2018

- 43 percent believed that well-being reinforces their organization's mission and vision,
- 60 percent reported that it improves employee retention,
- 61 percent said that it improves employee productivity and bottom-line business results.





# Health & Wellbeing at City Football Group

The health, wellbeing and happiness of our people matters to us



## Welcome to BeCity

BeCity exists to create a positive environment for you to feel connected and rewarded whilst improving well being and happiness, every day



### 5-a-side football

What is 5-a-side football?

These sessions are for anyone who wants to play, whether you're a regular or have never kicked a ball. The hour-long sessions will be between 12:00 - 1:00pm every Wednesday.

**Brett's Bootcamp**



### BeCity Running Club

What is the BeCity Running Club?

BeCity Running Club meets every Thursday at 7am at various locations. The club is for all ages and abilities and each week will have a theme for the day. Contact Nicky Knapton



## Health Cash Plan



Employee Assistance Program

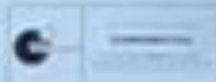
HELP

SUPPORT

ADVICE

Vitality

Bupa dental policy summary





# Health & Wellbeing at City Football Group

We have two dedicated wellness weeks



The June Wellness Week will be centred around the Five Ways to Wellbeing



LINK & LISTEN,  
BE THERE,  
FEEL CONNECTED

DO WHAT YOU CAN,  
ENJOY WHAT YOU DO,  
MOVE YOUR BODY

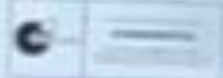
REMEMBER  
THE SIMPLE  
THINGS THAT  
GIVE YOU JOY

EMBRACE NEW  
EXPERIENCES,  
SEE OPPORTUNITIES,  
SURPRISE YOURSELF

Your time,  
your words,  
your presence

## Activities will include:

- Connecting with our global colleagues
- Promoting walking routes and hosting organised walks around campus
- Promoting Be City activities such as running club, padel, yoga
- Internal & external talks including a session on mental health
- Donating lunch money & volunteering for CITC
- Give it a go – trying new activities including gardening, music lessons
- Vitality healthchecks





# Mental Health & Wellbeing & City Football Group

We believe mental health is as important as physical health



## Thriving at work

The Stevenson / Farmer review  
of mental health and employers

### 10 recommended standards - Thriving at Work report

#### Core

1. Mental health at work plan
2. Develop mental health awareness amongst employees
3. Encourage open conversations when struggling
4. Ensure employees have a healthy work-life balance
5. Promote effective people management
6. Monitor employee health & wellbeing

#### Optional

7. Internal and external reporting
8. Demonstrate accountability
9. Improve disclosure
10. Provide in-house mental health support

All 10 standards will form the basis of the CFG Mental Health Strategy

## Mental Health Matters



Introduction to  
Mental Well-Being

Mental Health  
is everyone's  
business





## High Performance Staff

High visibility and highly scrutinised outcomes





# High Performance Staff

High visibility and highly scrutinised outcomes



HOME > SPORT > FOOTBALL > TRANSFER > INSIGHTS

## Manchester City v Hull City flashback: The day Phil Brown turned into David Brent

Tigers' trip to Manchester City on Saturday will bring back memories of when Brown showed exactly how not to give a motivational talk



I will say this once: Phil Brown gave the infamous full-time lecture to Hull City's players at Manchester City in 2002. Photo: PA



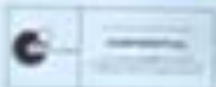
By Alan White

5:44PM GMT 26 Feb 2015

14.4K followers

Hull City  
Sport - Alan White -  
Premier League -  
Liverpool City -

The problem for Brown was that few others observing his unusual man-management technique agreed. Far from being the right thing to do, it looked like a coach running out of ideas. A manager who liked to give the impression of modernity and a scientific approach, who insisted on wearing a headset to communicate with his match analysts in the stands, Brown suddenly looked like an old-school park amateur, yelling and bawling, his players shifting uncomfortably in the enforced attention. The fact he did not remove his headset before unleashing his verbals lent the moment an absurdist air. What the Etihad crowd was witnessing was Brown releasing his inner David Brent.





## High Performance Staff

High visibility and highly scrutinised outcomes



### Daily Telegraph

Search Q

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NEWS

## 'Scalped' British diver Monique Gladding came close to death

News from Daily Mail  
March 7, 2012 11:00 AM

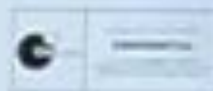


VIDEO: See the dramatic rescue of British diver Monique Gladding, splitting her head open on a diving board during competition.

THE husband of British Olympic diver Monique Gladding has revealed that he feared his wife had been killed when she struck her head on a concrete diving platform in a terrifying accident in Russia.

Steve Gladding, who was at the World Cup meeting, watched helplessly as his wife, a medal hopeful for next year's London Olympics, smashed into the 18in-thick platform while coming out of the first somersault in the 10m synchronized competition.

Monique, 29, was knocked unconscious and, while her 16-year-old dive partner Megan Sylvester completed the routine, Gladding's apparently lifeless body plunged into the pool and disappeared beneath the surface.





# High Performance Staff

Real world experiences – reflection as a leader



ALCOHOL MISUSE

CARDIAC CONCERNS

IBS

RELATIONSHIP BREAKDOWN

STRESS

ANXIETY

INAPPELITE

STRAIN ON FAMILY

