

Responsible Leadership in the New World Order

Prof Renata Schoeman

MBCChB, MSocSc, MMed, FCPsych, PhD, MBA



Overview

- Introduction
- Health
- Burnout (and more)
- Resilience
- Organizational wellness
- Case study: University of Stellenbosch Business School
- Conclusions



Introduction



Speed



Uncertainty



Complexity



Cynicism



Competition



Globalization

- Powerful, disruptive forces
- Many leaders find themselves ill-equipped
- Leaders react in different ways



Health

Health:

"a state of complete physical, mental, and social well-being and not merely the absence of disease or infirmity" (WHO, 2006)

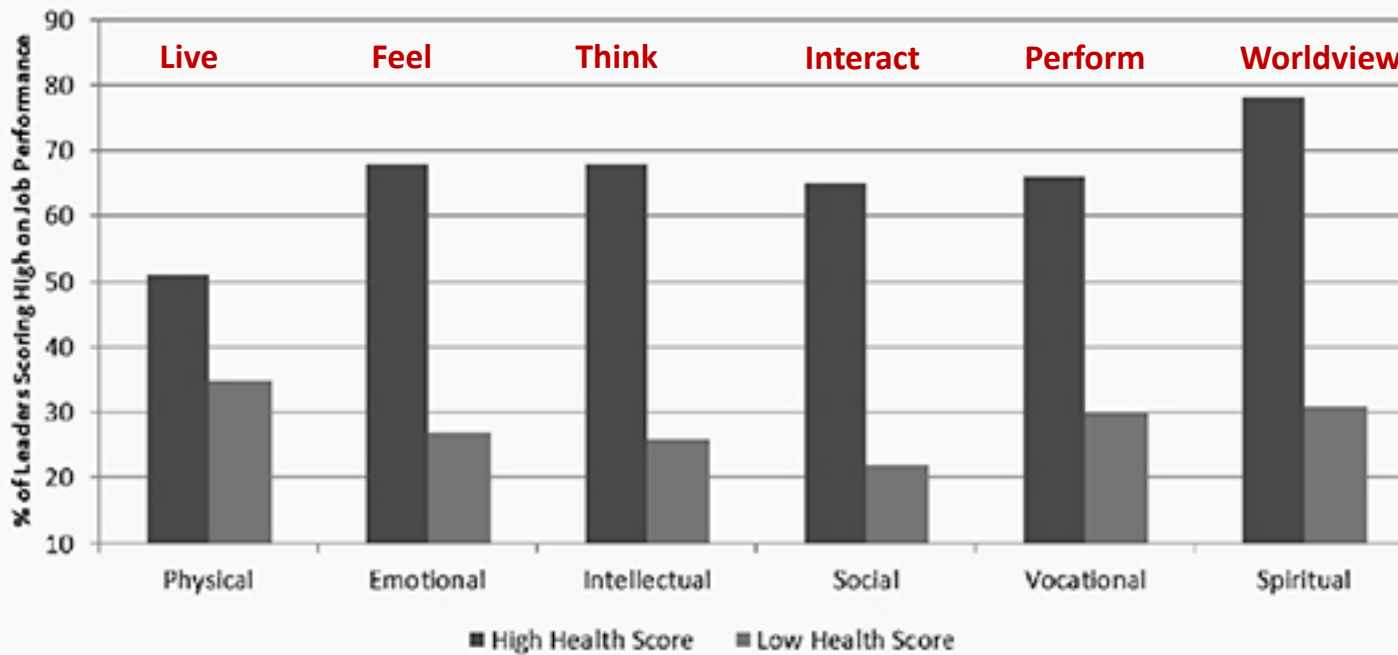
Mental health:

“a state of well-being in which every individual realizes his or her own potential, can cope with the normal stresses of life, can work productively and fruitfully, and is able to make a contribution to her or his community” (WHO, 2015)



Health

Percent of High Performance vs. Health Score



What drives great leadership at any level of organizational life?

- Who you are drives what you do
- Who you are is grounded in six dimensions
- Healthy leaders build teams and organization that outperform

(Rosen, 2014)



Burnout (and more)

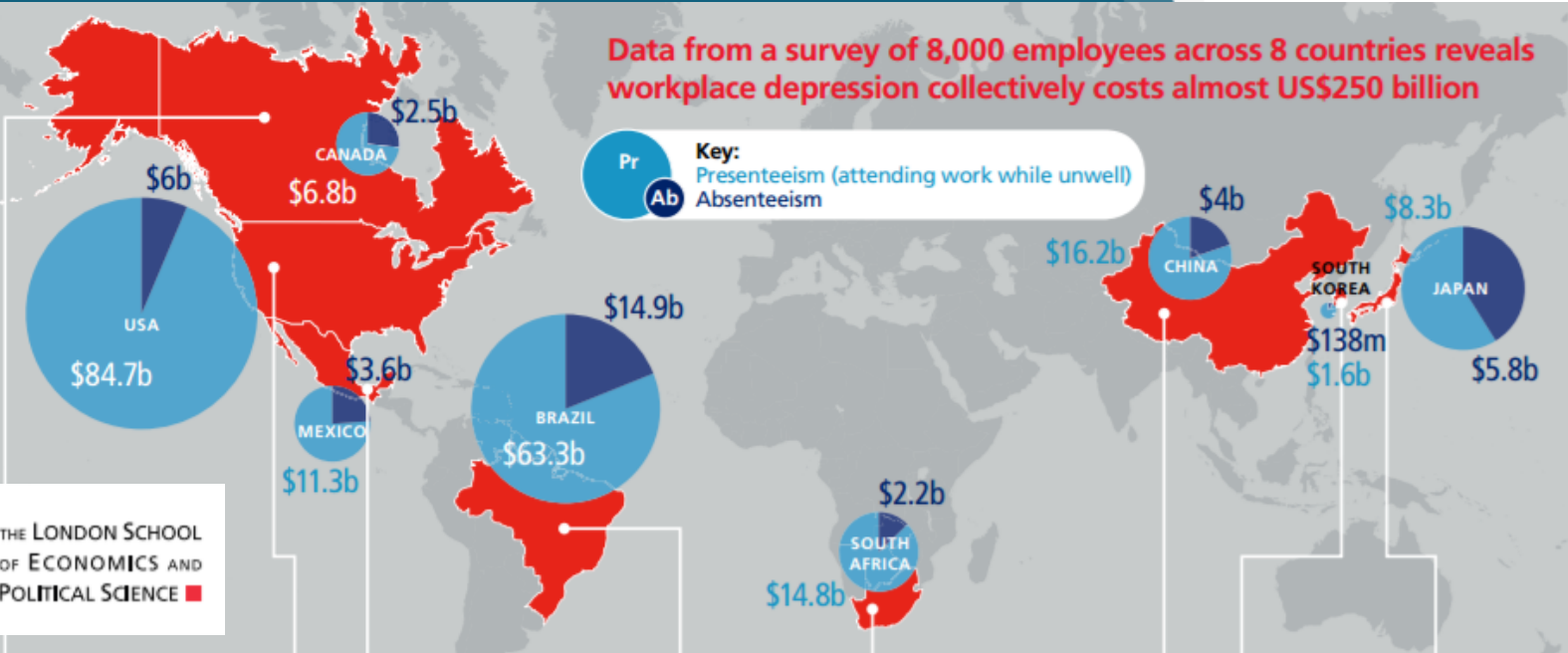
- Non-medical, socially accepted label that carries minimum stigma
- Often the entry point into the downward cascade towards disability
- Significant costs
 - absenteeism, presenteeism, poorer work performance, higher job turnover, and chronic work disability and disability grants
 - 40% of all work-related illness is due to work-related stress
- Risk factor
 - severe injuries, insomnia, ischaemic heart disease, hospitalization for cardiovascular and mental health disorders, and all-cause mortality



Impact

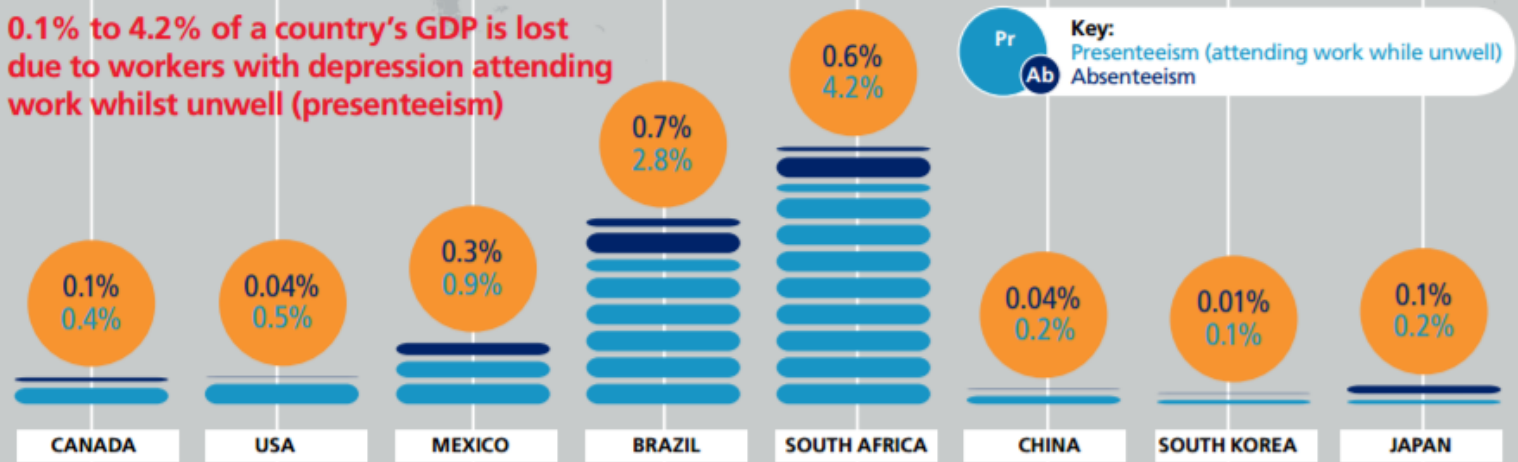
- Mental health problems
 - affects one in four South Africans
 - 75% of South Africans living with a mental illness are not treated (Lund *et al*, 2013)
- Neuropsychiatric disorders are the 3rd biggest contributor to the local burden of disease
- 2.2% of the annual GDP (Lund *et al*, 2013)

Data from a survey of 8,000 employees across 8 countries reveals workplace depression collectively costs almost US\$250 billion



Evans-Lacko, S. & Knapp, M. *Soc Psychiatry Psychiatr Epidemiol* (2016). doi:10.1007/s00127-016-1278-4.

0.1% to 4.2% of a country's GDP is lost due to workers with depression attending work whilst unwell (presenteeism)



Evans-Lacko, S. & Knapp, M. *Soc Psychiatry Psychiatr Epidemiol* (2016). doi:10.1007/s00127-016-1278-4.



Resilience

“the leader’s capacity to sustain effort and stay the course as a key factor in organizational success, especially during unpredictable, tumultuous, and fast-moving times” (Collins, 2011)



Economic and personal health burden of occupational stress



More effective responses to the ambiguity and turbulence of the VUCA world



Organizational wellness: key components

- **Wellness screening activities** (to identify health risks)
- **Prevention** includes a wide range of activities — known as “interventions” — aimed at reducing risks or threats to health (Institute for Work and Health, 2015)
 - Primary prevention: to prevent disease or injury before it occurs (lifestyle management)
 - Secondary prevention: to reduce the impact of disease that has already occurred (disease management)
 - Tertiary prevention: to limit the impact of ongoing, chronic illness, or impairment
- **Structural interventions** (environment and culture)

Scaling-up treatment of depression and anxiety: a global return on investment analysis



Dan Chisholm, Kim Sweeny, Peter Sheehan, Bruce Rasmussen, Filip Smit, Pim Cuijpers, Shekhar Saxena

Summary

Background Depression and anxiety disorders are highly prevalent and disabling disorders, which result not only in an enormous amount of human misery and lost health, but also lost economic output. Here we propose a global investment case for a scaled-up response to the public health and economic burden of depression and anxiety disorders.

Methods In this global return on investment analysis, we used the mental health module of the OneHealth tool to calculate treatment costs and health outcomes in 36 countries between 2016 and 2030. We assumed a linear increase in treatment coverage. We factored in a modest improvement of 5% in both the ability to work and productivity at work as a result of treatment, subsequently mapped to the prevailing rates of labour participation and gross domestic product (GDP) per worker in each country.

Findings The net present value of investment needed over the period 2016–30 to substantially scale up effective treatment coverage for depression and anxiety disorders is estimated to be US\$147 billion. The expected returns to this investment are also substantial. In terms of health impact, scaled-up treatment leads to 43 million extra years of healthy life over the scale-up period. Placing an economic value on these healthy life-years produces a net present value of \$310 billion. As well as these intrinsic benefits associated with improved health, scaled-up treatment of common mental disorders also leads to large economic productivity gains (a net present value of \$230 billion for scaled-up depression treatment and \$169 billion for anxiety disorders). Across country income groups, resulting benefit to cost ratios amount to 2.3–3.0 to 1 when economic benefits only are considered, and 3.3–5.7 to 1 when the value of health returns is also included.

Interpretation Return on investment analysis of the kind reported here can contribute strongly to a balanced investment case for enhanced action to address the large and growing burden of common mental disorders worldwide.

Funding Grand Challenges Canada.

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Lancet Psychiatry 2016;
3: 415–24

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Department of Mental Health and Substance Abuse, WHO, Geneva, Switzerland (D Chisholm PhD, S Saxena MD); Victoria Institute of Strategic Economic Studies, Melbourne, VIC, Australia (K Sweeny PhD, Prof P Sheehan PhD, Prof B Rasmussen PhD); Trimbos Institute (Netherlands Institute of Mental Health and Addiction), Utrecht, Netherlands (Prof F Smit PhD); and Department of Clinical, Neuro and Developmental Psychology, Vrije Universiteit Amsterdam, Netherlands (Prof F Smit, Prof P Cuijpers PhD)

Correspondence to:
Dr Dan Chisholm, Department of Mental Health and Substance Abuse, WHO, Geneva 1211, Switzerland
ChisholmD@WHO.int



Case study:



Education is not just about learning – it's also about people

At USB we recognise the need to develop responsible leaders, as well as create new knowledge that contributes to better business in better societies all over the world.

Our institution also understands that people are the lifeblood of the school. By helping students discover their ability to lead responsibly, they can go out into the world as stewards of society.





Our journey



2016

Corporate
Mental
Health
Awareness
Day

2017

CMHA
travelling
workshops
MBA
curriculum
changes

2018

Leadership
Masterclasses
USB Wellness
program

2019

MBA in
Healthcare
Leadership



USB CORPORATE MENTAL HEALTH AWARENESS DAY

Your health is your greatest wealth



Cape Town, 20 April 2018
Durban, 27 July 2018
Nelspruit, 16 November 2018

South Africa still has a culture of silence surrounding mental health problems in the workplace. Employers and employees are unwilling to talk openly about conditions such as anxiety and depression for fear of association with weakness and failure. However, healthy employees are productive employees. Investing in a mentally healthy workforce is good business. It can curb medical costs, increase productivity, decrease absenteeism, and prevent and decrease disability costs. Investing in mental health also improves employee motivation, staff retention and competitiveness.

- **Prof Piet Naudé**, Director, USB: The ethical responsibility of leadership to enable multi-dimensional staff wellness.
- **Prof Renata Schoeman**, Private Psychiatrist; Part-time Senior Lecturer: Leadership, USB: From fire to ashes: burnout and more. The clinical aspects of common mental health problems, the importance of self-care, and other preventative measures.
- **Prof Christoffel Grobler**, Associate professor, Walter Sisulu University; Clinical Head, Elizabeth Donkin hospital: Preventing disability in an employee with mental illness.



Curriculum

USB
University of Stellenbosch
Business School
www.usb.ac.za

2018

WHOLE-BRAIN LEADERSHIP

Dr Renata Schoeman
MBChB, MSocSc, MMed, FCPsych, PhD, MBA

UNIVERSITEIT
STELLENBOSCH
UNIVERSITY

AACSB EQUIS AMBA

So you want to be a genius?

When it comes to cultivating genius, talent matters, but motivation may matters more.

Session 5
LEADERSHIP STARTER KIT

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The capacity to learn is a *gift*; the ability to learn is a *skill*; the willingness to learn is a *choice*.

Brian Herbert

Session 6
LEADERSHIP THINKING KIT

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THE RELATIONSHIP WITH YOURSELF SETS THE TONE FOR EVERY OTHER RELATIONSHIP YOU HAVE

— JANE TRACY

Session 7
LEADERSHIP SURVIVAL KIT

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Masterclasses



Vaccinate!

Healthy leaders, healthy organizations

DR RENATA SCHOEMAN

MBChB, MSocSc, MMEd, FC Psych, PhD, MBA

WWW.RENATASCHOEMAN.CO.ZA



Learning to lead, leading to learn

USB ALUMNI MASTERCLASS 7 SEPTEMBER 2018

Prof Renata Schoeman

MBChB, MSocSc, MMEd, FC Psych, PhD, MBA

USB WELLNESS

Physical

Emotional

Cognitive

Medical

Exercise

Ergonomics

Contact:
Gretchen

Referral
network:
Renata

SOP

Talks

Coaching

Talks

Short courses

Engagement

E.g. Discovery
August 2017

Vaccination

Talks

MBActives

USBactives

Event/social, e.g.
Warrior race
22 Oct 2017

Gymsubsidy

Bootcamp/Pilates


Employer

Employee

E.g. Sensitivity to
disability

e.g.
SMART/Wheel
chairs


E.g. USB-ED



"A day full of good fun and treasured memories."

On Sunday 23 October 2016, 38 students and staff from USB participated in the **JEEP WARRIOR RACE @ Meerendal.**

The **MBAActive initiative** started during 2015 – aiming to encouraging a healthy and balanced lifestyle amongst students and staff of USB, and to an opportunity to interact outside of the classroom. **Thank you USB** for making this possible! Ready for next year?




"Great day and great way to run wild like children, play in mud and climb a jungle gym. GEES!"


"The Warrior race was outside of our comfort zones...what a great experience to meet a different side of our fellow MBA students."



"We always knew we would be able to overcome the obstacles. We certainly weren't oblivious to the personification of these race obstacles to real world obstacles that one encounters in the journey of life"



"The way the team dealt with each new obstacle with gusto... no mountain too big, no distance too far."



"A great eye opener for many as we near the end of our MBA and realise how unfit we are! The next day all the bruises and scars started revealing itself and it was actually nice to feel sore muscles in areas which we haven't exercised for so long."



On 21 and 22 July 2018, **forty-seven** students and members of staff of USB participated in the **Cape Town Festival of Running!**





On 11 May 2018, **thirty-five** support and academic staff participated in painting kennels for **SA Mass Sterilisation Trust**, Khayelelisha, Cape Town



Conclusions

- Resilience is crucial for health
- Healthy leaders build healthy organizations
- Leadership is “contagious” – every healthy leader inspires others to become healthy leaders
- Healthy leaders and organizations provide AIR
- We truly can transform the world one leader at a time

Discussion / Questions?

www.renataschoeman.co.za