

# THE INVISIBLE INJURY: HELPING YOUR LEADERS UNDERSTAND AND ADDRESS PSYCHOSOCIAL RISKS

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## Your Presenter

Shannon Roberts Gibbs,  
Organisational Psychologist  
and Principal Consultant –  
Psychosocial Safety

# THE INVISIBLE INJURY

*Helping your leaders understand and address psychosocial risks*



## ACKNOWLEDGEMENT OF COUNTRY

Sentis acknowledges the traditional custodians throughout Australia and recognises their connections to land, waters and community.

We acknowledge the Traditional Owners of the land on which we meet today and pay our respects to elders past and present. We extend that respect to Aboriginal and Torres Strait Islander peoples here today. We do this because we value Aboriginal and Torres Strait Islander history, culture and knowledge.

A photograph of a man in a plaid shirt and jeans smiling as he holds a young girl in a yellow dress and a young boy in a blue shirt and jeans. They are standing in a doorway, looking out towards a bright, green outdoor area. A decorative dotted line in shades of blue and green arches from the left side of the image towards the family.

**To change the lives  
of individuals and  
organisations for the  
better, every day.**

# AGENDA

- 1 UNSEEN HAZARDS AND INVISIBLE INJURIES
- 2 POSITIVE PSYCHOSOCIAL SAFETY
- 3 EMPOWERING YOUR LEADERS
- 4 POSITIVE SAFETY INTEGRATION

# POLL

## HOW HAS YOUR BUSINESS RESPONDED TO THE RELAUNCH OF LEGISLATION AROUND PSYCHOSOCIAL RISK

1. We don't know where to start/have only just started
2. We have done/are doing the risk assessments but are not sure where to go from there
3. We are not sure how to move this beyond a compliance activity
4. We have always been solid here and will only need to make minor tweaks

# INVISIBLE INJURY

An aerial photograph of a construction site on a roof. Three workers in high-visibility vests and hard hats are gathered in the center, looking at a document. Another worker is standing further to the right. A dotted line, transitioning from green to white, runs diagonally across the roof surface, highlighting a specific area of concern. The roof is made of concrete slabs with some debris and a bucket visible.



# THE SILENT THREAT



Fastest growing  
cause of  
disability



Mental health  
claims increasing  
15x faster than  
physical injury  
claims



\$1.8 billion paid  
out in 2018



Cost 4x more  
than physical  
claims

Double time off

# FROM COMPLIANCE TO CULTURE



## Calculate Cost

Absenteeism + Compensations claims x 1.5-3 multiplier



## Calculate ROI

\$2.30 - \$5.80 return for every dollar invested



## Link to Physical Safety

Increased risk of injury & exacerbate severity and duration of recovery



## Engagement & Turnover

\$1.51 billion/year in turnover costs



## Reputation & Brand

lost revenue, decreased market value, and increased costs for recruitment and retention

# BUT THE BIGGEST MISS?

Safety as an organisational enabler!

# THE NEW FRONTIER IN SAFETY



Psychosocial hazards that may arise at work

- Job demands
- Low job control
- Poor support
- Lack of role clarity
- Poor organisational change management
- Inadequate reward and recognition
- Poor organisational justice
- Traumatic events or material
- Remote or isolated work
- Poor physical environment
- Violence and aggression
- Bullying
- Harassment, including sexual harassment
- Conflict or poor workplace relationships and interactions

**Psychosocial Hazards:** A psychosocial hazard is any physical or psychological factor in the workplace that could potentially lead to an adverse effect on an employee's health and safety. Examples of psychosocial hazards include excessive workloads, lack of control over work, bullying and harassment.

**Psychosocial Risks:** The risks associated with psychosocial hazards are the potential mental health issues or physical conditions arising from exposure to these hazards. Examples of such risks include depression, anxiety, burnout and stress-related illnesses.

# POLL

## WHICH OF THE LISTED HAZARDS ARE THE MOST DAUNTING TO ADDRESS?

1. High work demands
2. Low levels of job control
3. Lack of role clarity
4. Inadequate leader support
5. Poor workplace relationships
6. Inappropriate or unreasonable behaviour
7. Poor change management

# REDEFINING SAFETY



Physical

The protection of employees from physical hazards, such as hazardous materials, illness, or dangerous machinery.



Psychological

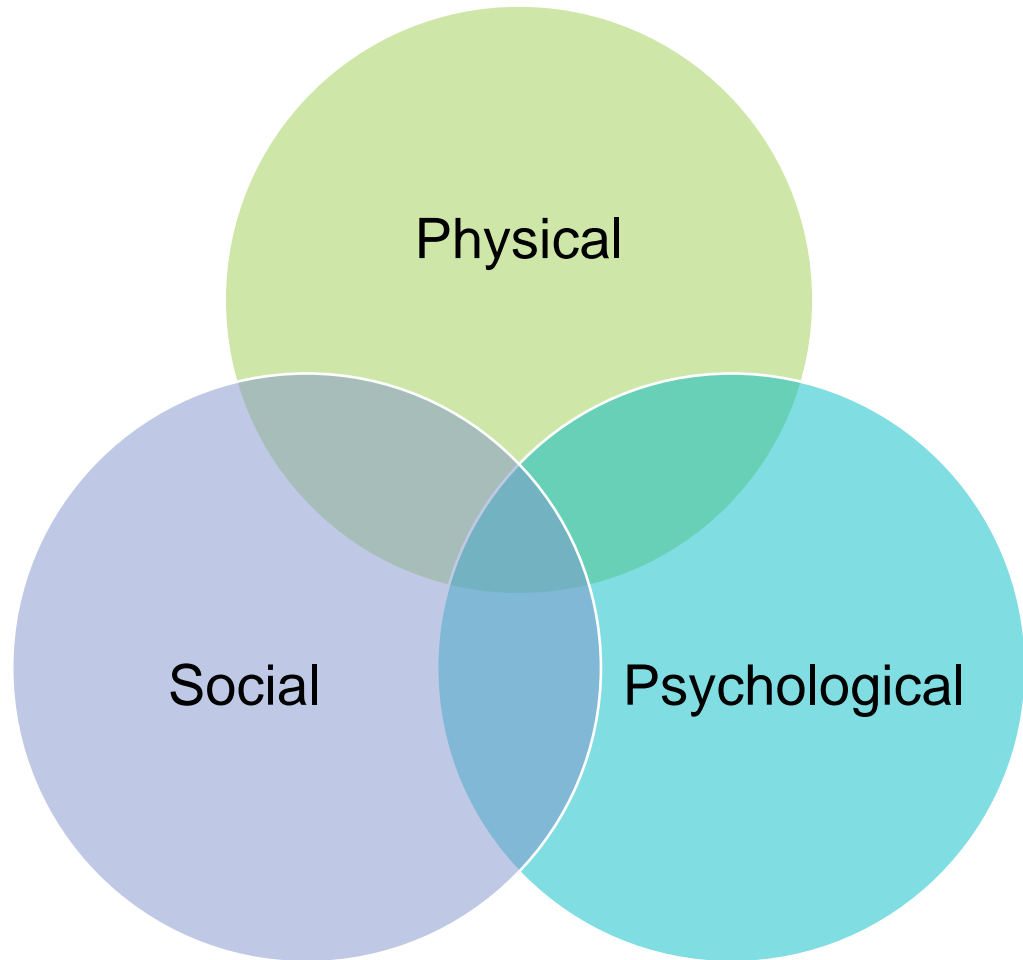
A state of feeling comfortable enough to express one's opinions, thoughts, and ideas without fear of judgement or retribution.



Social

The protection of employees from social hazards such as bullying, harassment, discrimination, and other forms of abuse.

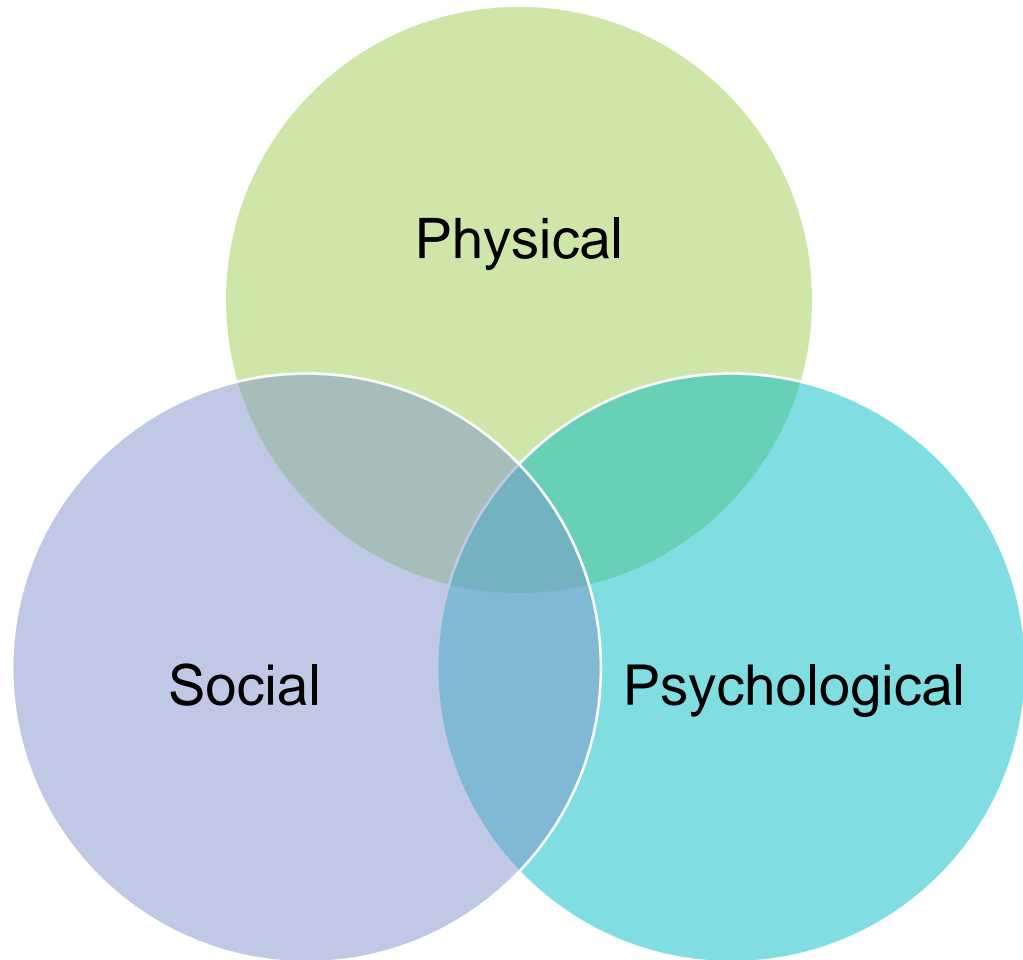
# POSITIVE SAFETY



**=**



# ON THE FLIP SIDE



**=**

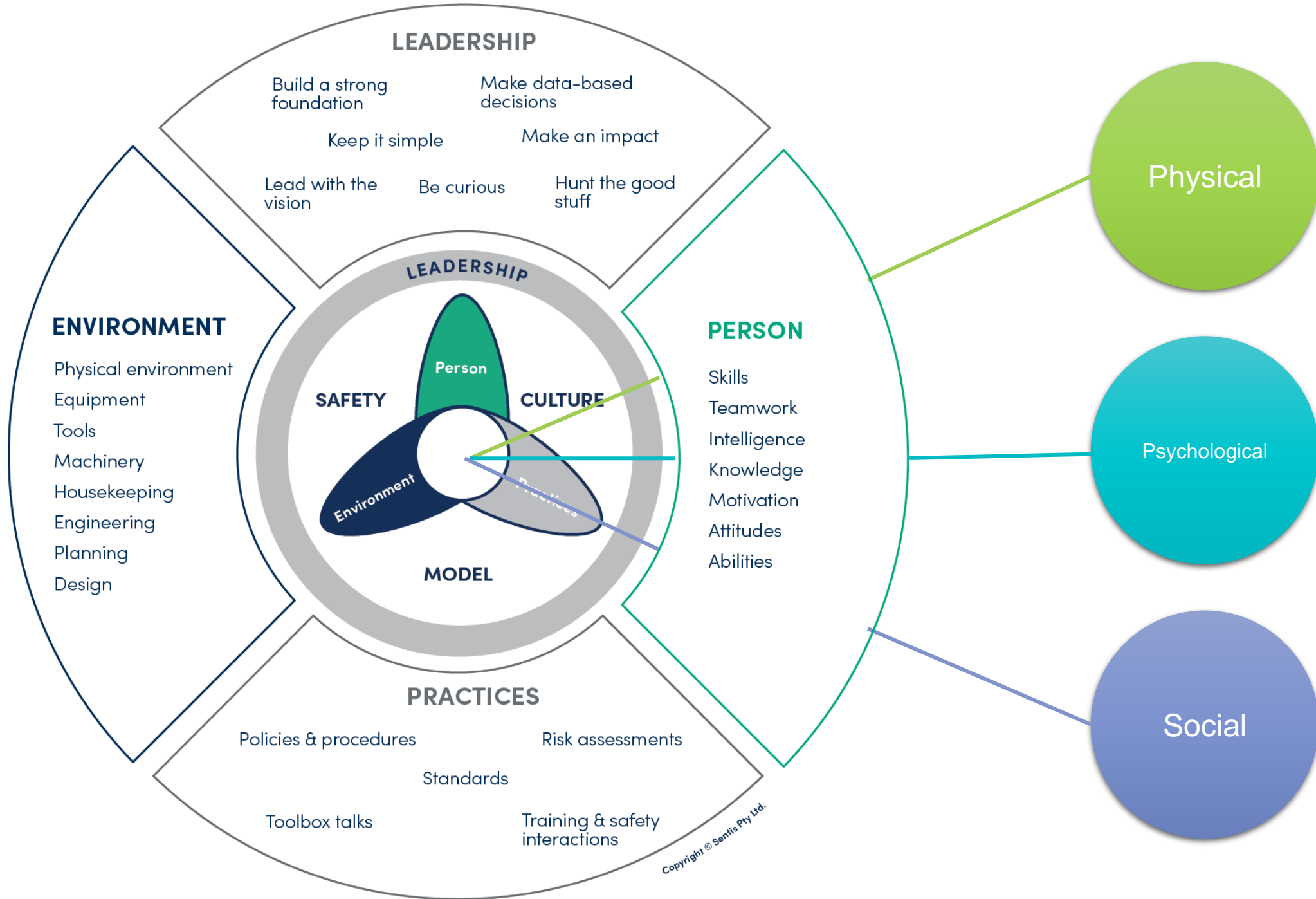




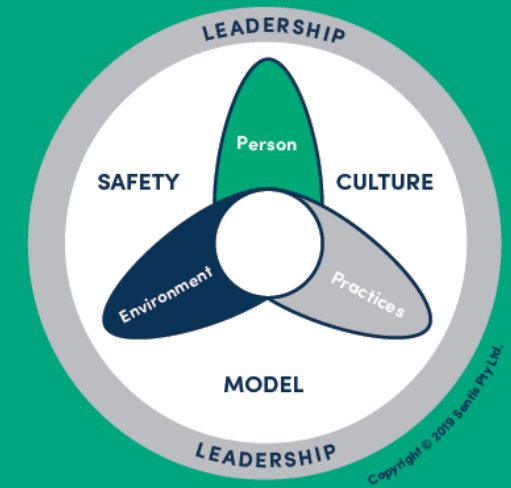
# POLL

## WHAT ARE YOUR CURRENT INTERVENTIONS PRIMARILY TARGETING? (SELECT ONE OR MORE)

1. Process and Policies and Risk Assessments
2. Environment, job design, resourcing
3. Team member capacity and capability
4. Leadership capability and capacity
5. All of the Above



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**Not surprisingly, the most important influence on psychological safety is the nearest boss.**

PROFESSOR AMY EDMONDSON

# (SAFETY) LEADERSHIP AS A LEVER



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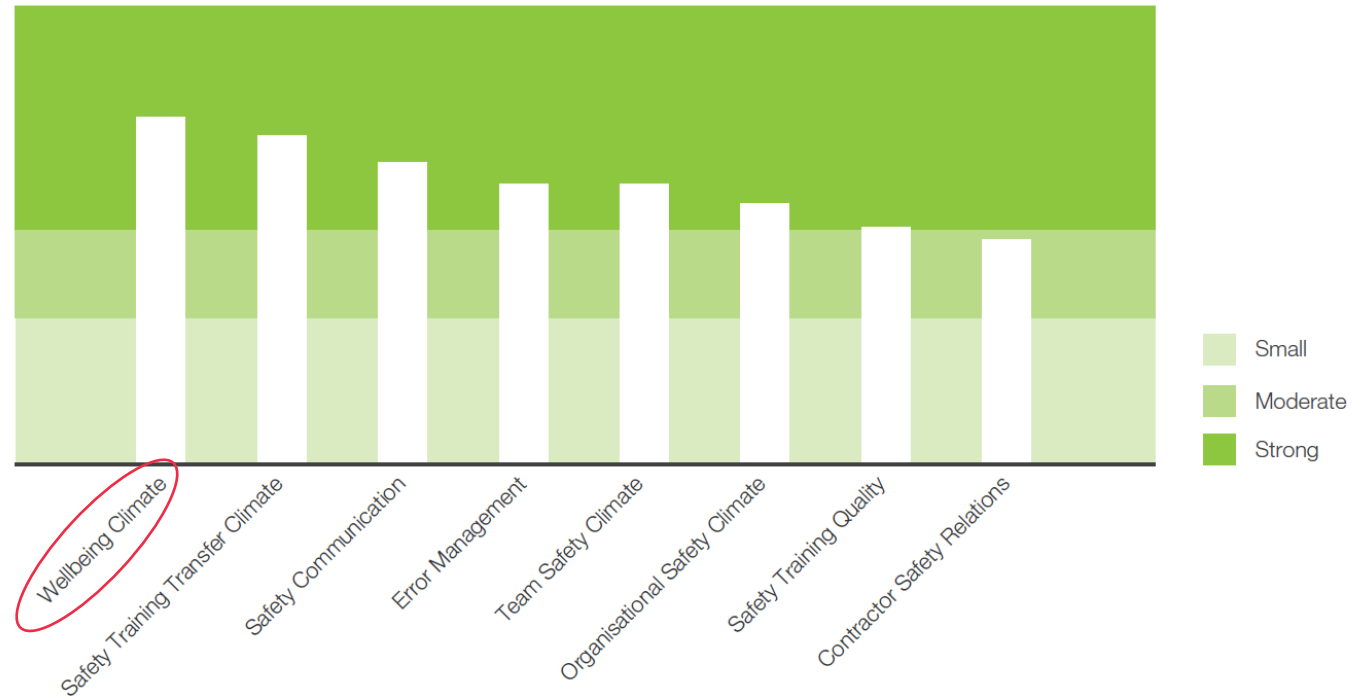
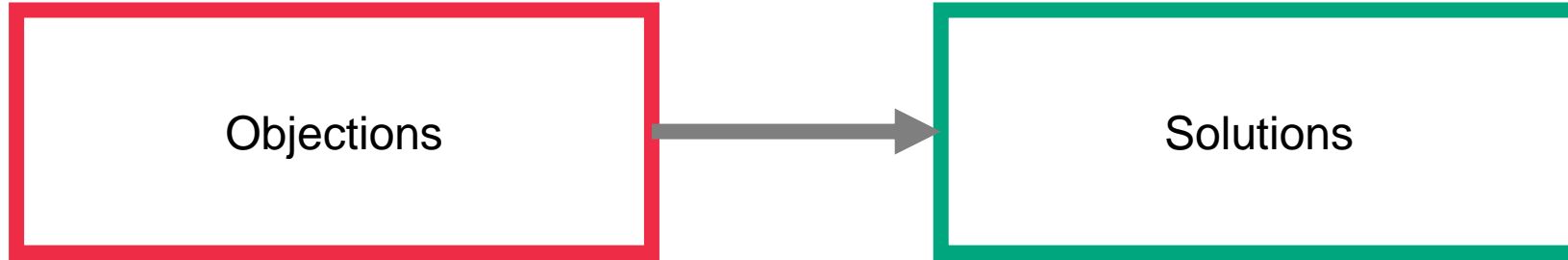


FIGURE 6. STRENGTH OF RELATIONSHIP BETWEEN SAFETY LEADERSHIP AND SAFETY CLIMATE INDICATORS

# SHIFTING LEADERS FRAMES



PSYCHOSOCIAL SAFETY

## The New Frontier in Workplace Health and Safety: Taking the Lead on Psychosocial Safety

Feb 23, 2023



# PSYCHOSOCIAL CHECK-IN

- How do you feel about your job lately?
- Is anything happening at work that could be making you stressed out?
- Are there any issues going on in your personal life that could be influencing how you feel?
- Have you been through anything tough recently or in the past that might be making it harder for you to cope now?
- Do you have enough support from co-workers and bosses if something comes up?
- Are there any safety concerns in the workplace that need to be addressed?

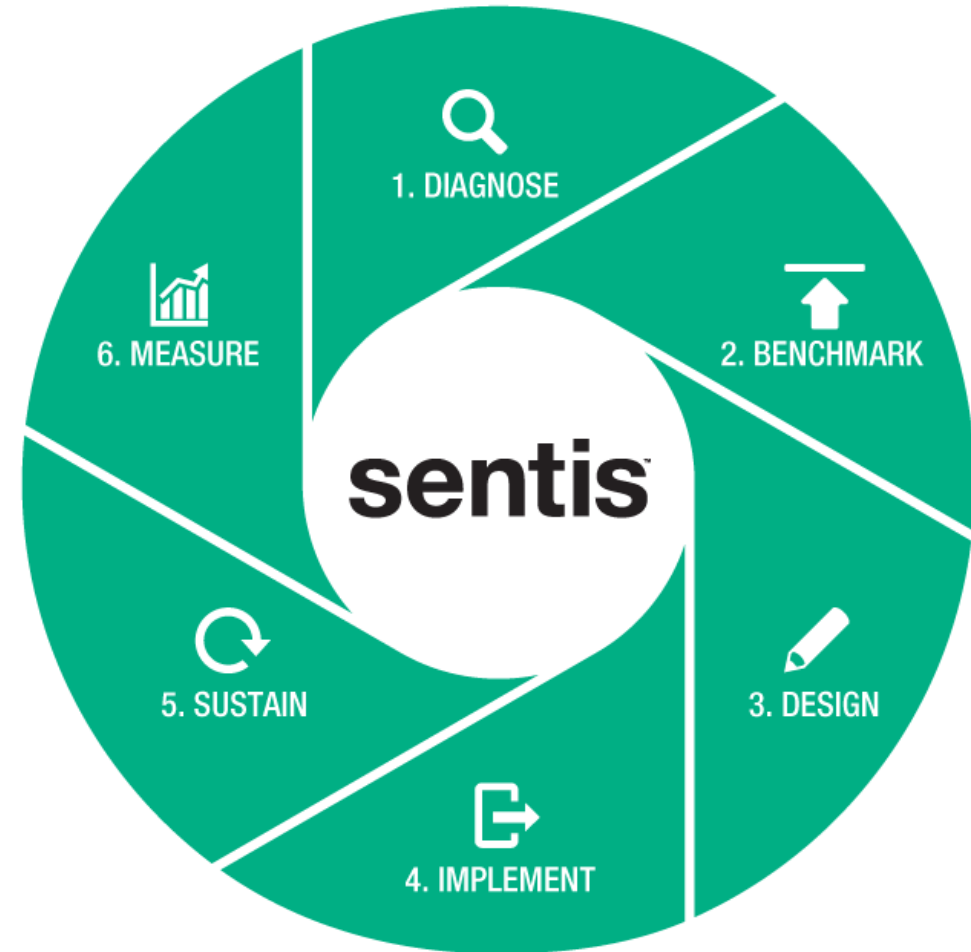


How to Have Supportive Conversations Toolkit

Download free at  
[sentis.com.au/resources](https://sentis.com.au/resources)

# CREATE CHANGE FROM THE INSIDE OUT

- Gather the data
- Benchmark yourself to measure progress
- Design a solution that encompasses all critical parts of your culture
- Commit and do
- Don't add, Improve
- Keep your finger on the pulse



# KEY TAKE AWAYS



Shift frames  
+  
increase  
awareness



Lead by example  
+  
align  
expectations



Build capability  
+  
create capacity



Encourage input  
+  
Provide support





**“Creating a psychologically safe workplace takes more than a policy or program. It takes a culture of respect, trust and accountability.”**

PROFESSOR MICHAEL P. LEITER

DISCOVER MORE

## LEADING THE WAY: A MASTERCLASS IN PSYCHOSOCIAL SAFETY



- Explore the cultural drivers of psychosocial safety
- The leadership capabilities needed to foster a positive safety culture
- The necessary systems and structures to embed and integrate psychosocial safety in the organisation
- Gain practical tools and strategies to enhance workplace well-being, productivity, and performance



Express your interest

WEBINAR OFFER

# COMPLIMENTARY PSYCHOSOCIAL SAFETY CONSULT



- Confidential meeting with Shannon Roberts Gibbs
- Discuss your current psychosocial risk management strategy
- Receive tailored advice, insights and recommendations



Express your interest



# Q&A

OVER TO YOU

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Join us for our next webinar:

**Positive Safety:  
Shifting the Focus from  
Compliance to culture**  
Thursday 16<sup>th</sup> March

Register at  
[sentis.com.au/onlineevents](https://www.sentis.com.au/onlineevents)