

PHYSIOLOGICAL AND EMOTIONAL HEALTH

The forgotten competencies for effective leadership



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February 23, 2022

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THOUGHT LEADERSHIP WHITE PAPER

Physiological and emotional health: The forgotten competencies for effective leadership

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The single biggest way to impact an organization is to focus on leadership development. There is almost no limit to the potential of an organization that recruits good people, raises them up as leaders and continually develops them.

-John Maxwell, New York Times best seller American author, speaker, and pastor who has written many books, primarily focusing on leadership.

”



INTRODUCTION

Can leaders thrive to their full potential without physiological and emotional health?

*It's a compelling question, and one that Jim Collins, the author of **Good to Great**,¹ alludes to when he suggests that winning organizations promote the necessity to speak the “brutal truth.” In other words, the answer to that question is resoundingly, ‘no’.*

Despite this essential truism, all organizations and research-based leadership competency profiles have one thing in common: they promote trainable knowledge and skills - competencies that can be learned habits.

But here's the issue. These aptitudes may provide leaders with the tools to be operationally effective, but not biologically prepared.

The desired outcome of effective leadership has traditionally focused on maximizing workers' attraction, retention, and productivity and mitigating their risk of physical illnesses, disabilities, accidents, and mental injuries.

One popular global executive competency profile, published by McCall and Hollenbeck⁴ in 2002, hints at the value of emotional health; however, there is no mention of physiological health⁵, the importance of being in metabolic balance to support a healthy state, or recover to a healthy state after disease and therefore, the body is capable of adapting to its environment and can actively interact with all parts of the body to stay in homeostasis.

The following list is the suggested global executive competency profile from McCall and Hollenbeck:

- *Open-minded and flexible in thought and tactics*
- *Cultural interest and sensitivity*
- *Able to deal with complexity*
- *Resilient, resourceful, optimistic, and energetic*
- *Honesty and Integrity*
- *Stable personal life*
- *Value-added technical or business skill*

What's missing here is the mention of self-care and self-monitoring of health biomarkers.

“Leadership competencies are the skills and behaviors that contribute to superior performance.² The degree to which a leadership competency is mature can predict success.³”

- The Society for Human Resources Management (SHRM)



When looking at industry-leading leadership assessment tools such as Hogan and Hogan that measure a leader's competencies to be a high potential leader, three dimensions are highlighted: foundations, effectiveness and emergence.⁶

A more recent paper by McKinsey (2019), The mindsets and practices of excellent CEOs⁷, only touched upon the need to “manage time and energy” within their ‘Personal Norms’, one of six elements the paper highlighted.

The fundamental question of why and how physiological and emotional health can benefit a leader's effectiveness appears to be missing from most leadership competency profiles. Yet our belief is leaders can't be effective if they cannot regulate these two core competencies.

This white paper sets out to make a case for decision-makers to avoid the mistake of forgetting the importance of their leaders' physiological and emotional health when preparing future and current teams to meet the demands of leading in a complex world.

Leadership FOUNDATIONS

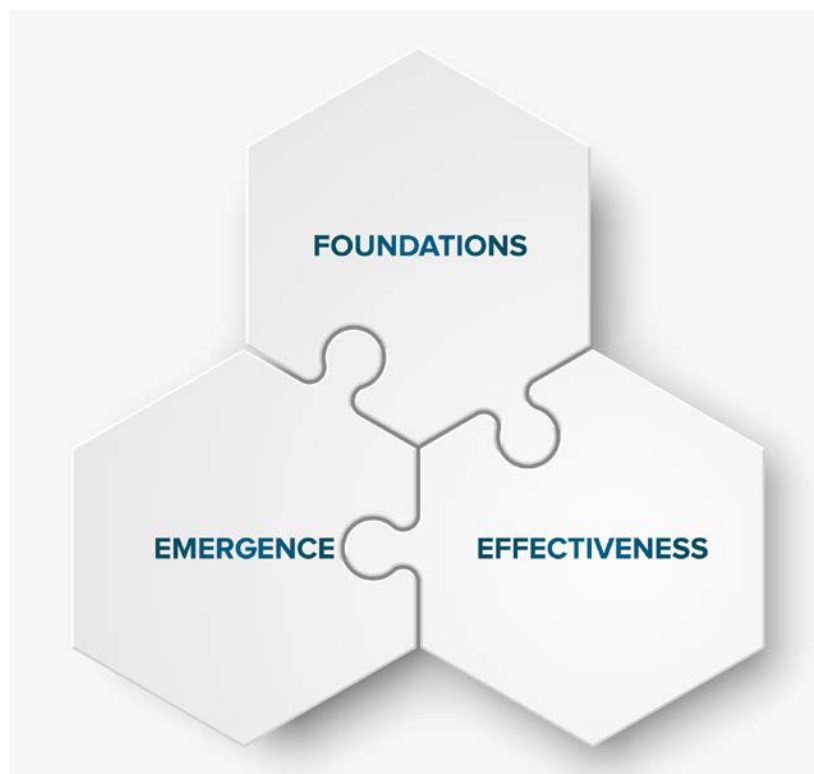
Describes the degree people can manage their careers, are rewarded for dealing with operations, and are good organizational citizens.

Leadership EFFECTIVENESS

Involves the ability to guide teams toward productive outcomes successfully.

Leadership EMERGENCE

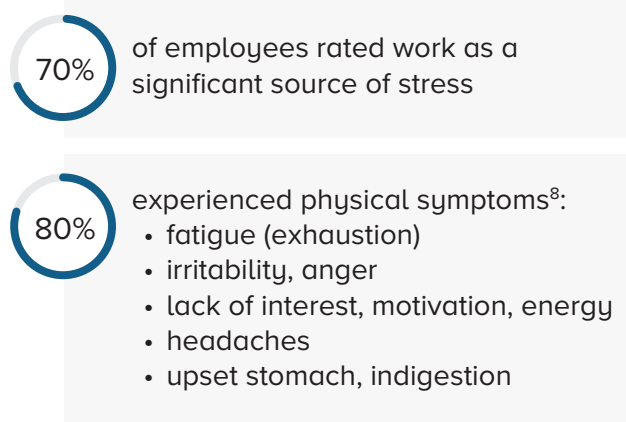
Evaluates the likelihood that people will stand out, rise up, and be labeled as leaders in their organization.



THE OVERLOOKED HEALTH COMPETENCIES

How leaders cope with their stress and that of their employees matters.

Before the COVID-19 pandemic



Three in four workers rated their leader as their number one source of stress⁹, and just over half reported a decline in productivity at work due to stress. Because of this, stress negatively impacts the physical health of 77% of workers, and 73% have stress that affects their mental health.¹⁰

During the COVID-19 pandemic, we have seen leaders and employees experience multiple microtraumas that have impacted their physical and mental health, regardless of whether they have contracted COVID-19 or not. People have suffered and turned to alcohol¹¹, cannabis¹², and prescription medications to cope.

In a research study done in early 2020, over 73% of respondents reported feeling anxious at least a few days per week since the onset of the pandemic.¹³ Between mid-February and mid-March 2020, prescriptions for anti-anxiety medications increased 34% of which, 78% of all antidepressant, anti-anxiety, and anti-insomnia prescriptions filled were new (versus refills).¹⁴



The impact of micro-traumas brought on by COVID-19 is likely to continue in a post-pandemic world.

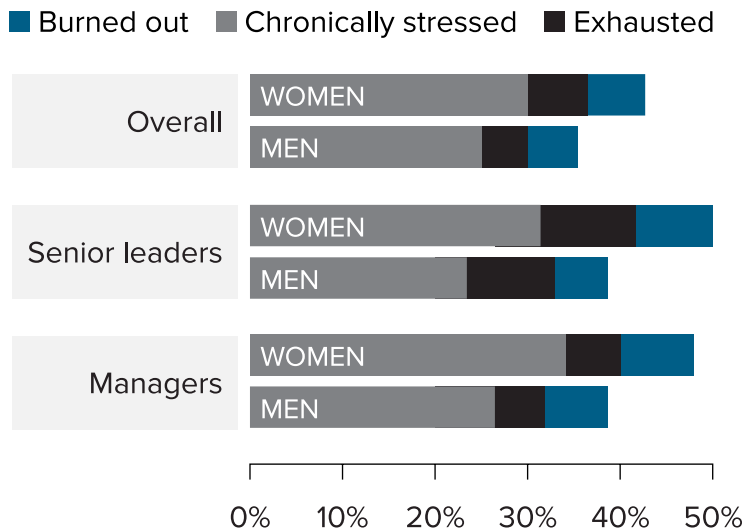
Any leader who lacks the skills to manage their physiological and emotional health risks the danger of discounting the signs of physical illnesses and mental impairment and may default to focusing only on crises and survival, hoping they do not ‘break or snap’.

This is not the profile of a pandemic survivor or someone who has developed the coping skills essential to navigating through any stressful crisis, including the micro-traumas of a pandemic. Instead, it's the profile of someone who has become impaired because of their inadequate lifestyle coping skills.



In a January 2022 paper by McKinsey, based on their Women in the Workplace report, titled, “*The state of burnout for women in the workplace*”, the authors found senior women leaders were experiencing far higher stress levels than a year ago. Furthermore, the burnout gender gap between women and men has almost doubled.

Respondents experiencing burnout, stress or exhaustion, by gender, % ¹⁶



“Well, frankly, women are hanging on. And that is probably the most blunt and simple way to put it.”

42% of women report being burned out

- Lareina Yee, senior partners in McKinsey's Bay Area office

Despite almost half of senior women leaders feeling burned out, they continue to do more to support employee well-being, a role often named as “office housekeeping”. They help to steer them through work–life challenges and are 60% more likely to be focusing on emotional support than their male peers.

This is happening against the backdrop of more hours invested at home for many working women. Something must give as a result of burnout, and it's productivity.

Organizations must step-up to better support their women in the workplace. It begins with health competency training.



60%

have no outside help in caring for and educating their children, 10% don't have enough support

27 h

additional hours per week on household chores, childcare, and education, almost to a full job

15 h

additional hours mothers continue to take on more burden at home than fathers

50%

of respondents felt their performance at work decreased because of extra home workload

WHAT ARE THE PHYSIOLOGICAL AND EMOTIONAL COMPETENCIES?

Physiological and emotional health competencies include:

- self-awareness
- self-control
- self-care skills

These are all highly interdependent and intrapersonal skills that promote the ability to cope with the demands of work and life.¹⁸

These competencies are influenced by:

- their support systems at home and at work
- developed skills and learned habits for managing their health

PHYSIOLOGICAL HEALTH

A leader's physiological health begins by keeping within a normal range, a set of physical biomarkers (eg. weight, heart rate, blood pressure), and optimizing biochemistry, starting with organ functions, hormones, neurotransmitters, and nutrient levels.

An acutely or chronically stressed body will result in biochemistry levels that negatively impact emotional stability, decision-making, concentration, appetite, and sleep.

A leader parked in chronic stress (a fight or flight state caused by the secretion of cortisol hormone) risks being stuck and operating in survival mode – a recipe for burnout.

They have an over-activated sympathetic nervous system that will have many health consequences if not turned off. It begins with an increased inflammatory response due to high cortisol, which leads to chronic conditions of pre-diabetes - diabetes which in turn can lead to heart disease, heart attack, and stroke. Stress also suppresses the immune system and gut health which are responsible for most of the secretion of our happy hormone, serotonin. A low serotonin hormone level can lead to anxiety, panic, and depression.¹⁹

Numerous studies have pointed out that getting locked in a flight, fight, or freeze mindset limits one's ability to think creatively and develop innovative solutions.²⁰ These skills are vital for leadership and crisis management.

Before a leader can leverage their executive brain skillsets, they must:

- *calm their mid-brain (i.e., fight or flight response)*
- *nourish their body sufficiently with high quality sleep, healthy foods high in fiber to feed the gut biome*
- *steer clear of both exogenous (alcohol, drugs, and unhealthy foods) and endogenous (stress-related) toxic chemicals*

EMOTIONAL HEALTH

Emotional health is intrinsically connected to physiological health. A leader's ability to navigate and cope with unpleasant emotions and thoughts that occur regularly in their role will impact their stress response. Essentially, leaders must learn how to regulate their body biochemistry, feelings, and thoughts before engaging their ideology of who they want to become.

This emotional mindset allows leaders to prioritize their well-being, helping them move from physiological dysregulation (i.e., overactive nervous system) to regulation (i.e., calm and in-control nervous system in homeostasis and stable bio-rhythms).

Emotional health provides insight into the value of self-regulation and practicing self-care, self-compassion, and sustainable lifestyle habits.

Emotional literacy, in other words, is critical to maintaining physiological health.²¹ What may frustrate some leaders is that it takes time for the body to move from dysregulation to regulation.

The path to achieving regulation includes developing the knowledge and skills that facilitate quality sleep, regular physical exercise, healthy lifestyle choices regarding diet, and avoiding self-medication with alcohol and drugs.

Equally important are the daily habits of active movement, proper hydration, knowing the value of embracing quiet (i.e., walks in nature), and practicing micro-skills such as deep breathing and mindful activities like meditation that calm the mid-brain.

Once the body finds itself in a state of harmony, the brain will begin to think more clearly, and engage in activities that create pleasant emotions, a priority.

KNOWING YOUR NUMBERS

All leaders run their organizations based on data and facts. Similarly, creating a physically and mentally healthy person requires one to know how well their body is functioning. This requires the constant monitoring of physical biomarkers, hormone and nutrient levels, and more. Without having all of the biochemical markers in harmony, no organ will function adequately to detox, destress, repair, and recover from the ravages of daily physical and mental micro-traumas.

Once a health scorecard is developed, loaded with physiological and emotional health biomarker data, health care professionals can advise on how to modify and improve all the metrics using lifestyle (diet, exercise, sleep, mindfulness), and if necessary, vitamins and supplements as well as hormone replacement and medication.

WHY ARE HEALTH COMPETENCIES ESSENTIAL?

“The role of the CEO is only getting more complex and more important. I worry it’s become a superhuman job.”

- Carolyn Dewar, Co-author: CEO Excellence. The six mindsets that distinguish the best leaders from the rest.²²

Leaders are not invincible; they are human. Why are then physiological and emotional health not listed as two essential competencies as part of an effective leadership training program?

Some may say that a leader’s health is not the employer’s concern. In our view, this is illogical because the employer will pay the productivity price for the leaders’ gaps in these competencies one way or another. The science shows a direct link between physiological and emotional health with superior performance.

Regardless of status, wealth, or knowledge, any leader is first a human being whose long-term success depends on physiological and emotional well-being. Unfortunately, most leaders fall statistically within the general population whose health continues to trend negatively with age, and many walk into the workplace at risk. The rise in non-communicable (non-infectious) diseases like obesity, hypertension, type 2 diabetes, cardiovascular disease, depression, and substance use disorders drains our economy and undermines an organizations’ potential.

Consider the impact of the following statistics on some leaders’ ability to perform to their full potential in an organization with 100 leaders:

67% are overweight or obese²³

10% have diabetes²⁴

6.8% of men (3.9% of women) have alcohol use disorder²⁵

20% suffer from mental health problem. By age 40, 50% will or have had a mental illness²⁶

↓2h sleep 2 hours less than their employees²⁷



Consider a leader who constantly lives with a chronic health condition, feels overwhelmed, and cannot regulate their physiology and emotions. They live in a constant state of fear and anxiety, are caught in unpleasant emotions, and are engaging in maladaptive coping strategies such as regular use of alcohol, cannabis, and prescription medications to cope with their daily stress and related issues of pain and insomnia, anxiety and depression. Their 'fight or flight' response is locked in.

Leaders in a state of dysregulation are likely to engage in disruptive behaviors (e.g., constantly changing their minds and direction, appearing frequently irritated), putting additional strain on teams. The reality is workers leave managers, not companies.

A leader's day-to-day health can directly impact their own and their team's discretionary effort (i.e., motivation to do the best work) and presenteeism (i.e., coming to work feeling ill or impaired).

It is estimated that 57% of employees have left a job because of their manager.²⁸ The Great Resignation as it's come to be known, and a talent war are claiming good workers because unhealthy leaders are incongruent with organizational success and sustainability.

Throughout 2020, seven in ten U.K. business leaders witnessed presenteeism in their workers.²⁹ Unfortunately, this study did not report where leaders fell in the past 12 months nor what percentage of the employee experience could be directly related to employees' relationship with their direct leader.

Developing physiological and emotional health competencies can enhance leaders' protection from stress and promote collaborative, supportive, and compassionate behaviours. That is a part of any leadership role, as is having the energy and mindset to show up daily to support their direct reports, peers, leadership, and customers.

Leaders are not immune to presenteeism. Their energy, perceived stress load, and emotional health are all contributing factors.



MAKING THE BUSINESS CASE FOR PHYSIOLOGICAL AND EMOTIONAL HEALTH COMPETENCIES

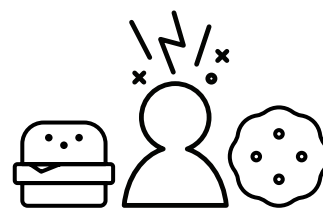
Leaders broker their success through their team members. When they experience a gap between what they want to achieve versus what they have at hand, they experience stress. Until they find a resolution to this stress, it accumulates. Workers have limits, as do their leaders. Much like machines, when humans reach their limits, something breaks.

When a worker or leader engages in maladaptive coping to numb their stress and change their emotional state through addictive disorders such as alcohol, drugs (caffeine, cannabis, prescription drugs) abuse, over or under-eating, over-exercising, gambling or sexual deviancies, they increase their risk of health conditions, declined performance, and absenteeism.

On any given day, about 9% of workers (keep in mind leaders are employees) in the U.S.A. report having an alcohol hangover at work that can impair performance through absenteeism and presenteeism, attending but unable to perform to potential.³⁰ Recent 2021 data from a major employee drug-testing lab found that 2.7% out of 7 million workers tested positive for marijuana in 2020. This is up from 2% in 2016. More people who show up to their workplace high or with a weed hangover increases the risk of workplace accidents.³¹

Consider the effects on a worker's capabilities showing up in a physiological hangover state because their body chemistry is off balance: (1) drowsiness, including fatigue, sleepiness and weakness; and (2) cognitive problems, including reduced alertness and difficulties with memory and concentration.³²

There is a strong relationship between stress and food.



38%

of workers reported **having overeaten or eaten unhealthy foods** due to stress, 49% reported engaging in these behaviors weekly or more

27%

of adults say they **eat to manage stress**, and 34% of those who report overeating or eating unhealthy foods because of stress say this behavior is a habit

Source: American Psychological Association³³

When a leader selects high-calorie, high-fat foods during periods of stress, their body stores more fat than when experiencing pleasant emotions.³⁴ Insulin levels increase which causes a relative drop in blood sugar, which in turn hampers alertness and optimal brain function.

Obese leaders have a 25% increased risk of developing mood and anxiety disorders.³⁵ Physical ailments and conditions, including obesity, are associated with severe mental disorder risk.³⁶



The WHO reported in 2016 that 488 million workers globally were at risk of working long hours, and more than 745,000 died that year due to stroke and heart disease from overwork. Between 2000 and 2016, deaths from heart disease due to working long hours increased by 42%, and from stroke by 19%.³⁷ Stress, working excessively long hours, and disease contributed to the deaths of nearly 2.8 million workers every year.³⁸

A recent December 2021 research study found nearly 60% of leaders felt used up at the end of the workday, a strong indicator of burnout.³⁹ One-quarter of these leaders planned to change companies within the following year. Among high-potential upcoming leaders, this study also found:

86%

feeling used up at the end of their workday, a 27% increase over the past year

26%

planning to resign, that's twice as likely, compared to peers who were not burned out

Before the pandemic, Forbes estimated that only 36% of U.S. employees were actively engaged, and 15% were actively disengaged (e.g., report feeling miserable at work and poorly managed).

Consider one disengaged worker, at the average salary level, costs employers approximately \$16,000 per year; now raise their salary to \$60,000, and the cost rises to about \$20,400 per year.⁴⁰

Only 34% of workers will ever want to become a leader, it makes operational sense for employers to do all they can to retain and attract leaders.⁴¹

Having leaders who are physiologically and emotionally healthy to meet the demands of their workforce is a must-have, not a nice-to-have.

PRIORITIZING HEALTH COMPETENCIES

The primary goal of this white paper is to frame the rationale for every employer benefiting from ensuring their leadership core competencies profile includes physiological and emotional health. Our mission for this paper is to make a point of what to do, not how to do it.

When body biochemistry, emotions, and thoughts are not optimal, there is little benefit in providing leaders with other leadership training such as communications skills and conflict management. Those and other related competencies are unlikely to achieve the desired optimal outcomes.

A leader's number one job and most important thing they can do is to take care of themselves first. Another way to think of this is the airplane analogy, "Put your mask on first before trying to support your child." However, this may no longer be a natural instinct because self-care has been likely trained out of their lifestyle routine as they made 'sacrifices' to 'get to the top'.

Leadership development is big business. Employers invest in leaders, but are they investing in the proper training and health and wellness programs? We do not think this is the case, but we are hopeful some employers will start to rethink how they are spending their dollars.

It is estimated that \$166 billion is spent annually on leadership development in the U.S.A., \$366 billion globally.⁴² Government and military organizations spend the most per learner (on average \$1,433), followed by non-profit organizations (\$1,360). Midsize companies spend \$858, less than large ones at \$1,046, and small operations, \$1,096.⁴³

The top three priorities for employers spending on leadership development are growing their succession pipeline, retaining high-potential employees, and fostering innovation and creative thinking.⁴⁴ ***Notice what is forgotten: physiological and emotional health competencies.***

Accept that these forgotten health competencies may not solve all the problems related to attraction, disability costs, retention, and productivity, but they enable leaders to perform in their best physical and mental state.

It is interesting how much attention the pro sports world pays to these two factors. No one would debate whether an Olympic athlete needs to be in peak physiological and emotional state to perform at their best. Their coaches focus rigorously on their lifestyle habits and track their body biomarkers and biochemistry numbers.

Key takeaway:

A leader's success is dependent on how well they can learn to manage their body's biochemistry, which in turn drives their emotions, and thoughts.

Organizations must actively support their leaders by:

- **providing them with proactive programming which promotes physiological health**
- **creating psychologically safe workplaces, where leaders too, can feel welcomed**
- **supporting them to speak up without fear of reprisal**

Because leaders are human, too.



G.O.A.T. QUARTERBACK

Regarded as the all-time greatest quarterback in football history, **Tom Brady prides himself in first being a great leader and then a great football player.** However, many do not know that he adheres to a strict healthy lifestyle that has allowed his body to be at peak performance.⁴⁵

Brady has a strict diet consisting of plenty of all-natural and whole foods that are anti-inflammatory in nature.⁴⁶

✓ 80% vegetables and grains	✗ White sugar
✓ All organic, non GMO	✗ White flour
✓ 20% lean protein, mainly fish	✗ Dairy
✓ Drinks a ton of water	✗ Coffee/caffeine
✓ Sleeps by 9 p.m.	✗ Alcohol
✓ Focuses on flexibility exercises	✗ Lifting heavy weights



Employers would benefit from a similar mindset for their leaders. This is especially important since leaders do not get months off to rest as most athletes do. They are expected to perform at their best, like being in an NFL or NBA playoff series, year-round. That is likely not sustainable. Certainly not if physiological and emotional health competencies are not in place.

Some compelling evidence suggests that little habits add up and matter. The behavioural feedback loops rely on small gradual changes to increase the likelihood that new habits will stick.

The World Health Organization reported that combining five healthy lifestyle factors may account for as much as an 80% reduction in the risk of developing the most common deadly chronic diseases.⁴⁷



1. maintaining a healthy weight



2. exercising regularly



3. following a nutritious diet



4. sleeping at least 7-8 hours nightly



5. not smoking

These lifestyle habits support healthy body biochemistry and emotional health. Notice how important these behaviors are for physiological regulation.

What does a leader or organization have without health? Our answer and the brutal truth on this question is nothing. Physiological and emotional health competencies focus on prevention and leadership effectiveness.

By engaging in daily preventive actions, leaders can reduce their risk of illness, diseases, disabilities, and death. Millions of American workers are not guided on preventing these adverse outcomes.⁴⁸

Employers must never assume their leaders know how to take care of physiological and emotional health competencies. In fact, many feel they are super-human, and can ‘overcome’.



STEVE JOBS, Founder of Apple died of pancreatic cancer in 2011. According to his biographer, Walter Isaacson told CBS 60 Minutes, “I think that he kind of felt that if you ignore something, if you don’t want something to exist, you can have magical thinking. And it had worked for him in the past.” Jobs later regretted that he didn’t take action on doing his surgery sooner.

When employers recognize why physiological and emotional health competencies are critical for both their leaders' and their organizations' success, they can move forward to what they will do, and how they will do it.

Decision-makers do not need to be leadership or health experts. However, they need to be pragmatic and pay attention to what is happening with the biometric data of their leaders. This can be outsourced.



TAKING ACTION

Engage with health experts who develop biomedical health metrics and help leaders acquire and maintain health competencies through sustainable lifestyle changes.



CONSIDER THESE RECOMMENDATIONS BEFORE INVESTING IN HEALTH COMPETENCIES TRAINING

No 1

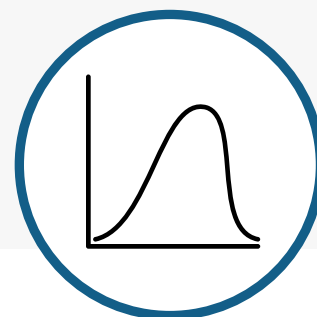
Plan for the forgetting curve

It is hard to get people to learn new behaviours. Learning requires motivation and desire. Typically, adults can learn something they value only when they want to.

Employers cannot assume their leaders are ready or capable of learning. If their body biochemistry is off because of stress, they may appear to be engaged, but their retention is minimal to none. When a learner is not ready, not bought-in, or has other priorities taking up mind space, they are slower to learn new habits. They require repetition and support for new information to stick so it can be applied and become a new habit.⁴⁹

There are no shortcuts or magic solutions for changing behavior, none! Expect resistance. Offer programming that provides leaders with education on the *why*, *what*, and *how*.

Meet them where they are comfortable, by creating a set of actional data (i.e., numbers) to show them objectively how well their body is 'ticking' and provide coaching that provides them with how to improve their metrics.



CONSIDER THESE RECOMMENDATIONS BEFORE INVESTING IN HEALTH COMPETENCIES TRAINING

No 2

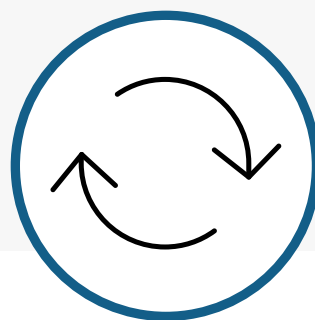
Be prepared to repeat the program

Enable leaders to get the support they need to develop and maintain new habits. Accept that there will never be an end state.

Create a learning and development framework that does not look at developing physiological and emotional health competencies through a transactional lens (i.e., two-hour class) but through a transformational lens (i.e., continuous improvement that promotes habit development).

Employers need the mindset that physiological and emotional health competencies are akin to occupational health and safety: there is no goal line. They require constant focus and attention. Monitoring and retesting of the biochemistry is necessary to obtain the desired outcomes.

Remember that leaders with optimal physiology, thinking, and emotions will consistently outperform those who lack these competencies.



CONSIDER THESE RECOMMENDATIONS BEFORE INVESTING IN HEALTH COMPETENCIES TRAINING

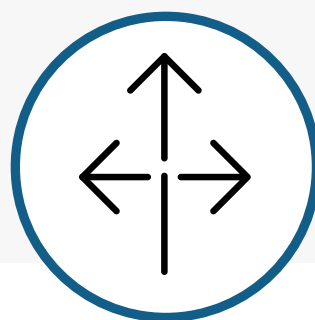
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Approach must be flexible

All leaders benefit from the basics of physiological and emotional health. However, all leaders' starting places will not be the same, so employers must resist the urge to create a one-size-fits-all approach.

There can be standard programs, curriculums, and learning experiences all leaders can participate in to obtain information. However, the goal must be to assist each leader to develop their personalized plan to obtain and maintain their desired results for each core competency. Do not assume all leaders have the same needs.

The most effective learning development framework for facilitating physiological and emotional health competencies is blended learning: group and individual programming. The modules for doing this can be in-person, online, self-study, biometric testing with 1:1 or team health coaching, mentoring, and peer support. Learning objectives must be clearly defined to facilitate not only information, *'the why'*, but also habit development, *'the what'*, and maintenance, *'the how'*.



CONSIDER THESE RECOMMENDATIONS BEFORE INVESTING IN HEALTH COMPETENCIES TRAINING

No 4

Measure and monitor program impact

The objective is to obtain evidence to evaluate whether the programs and policies to support leaders to mature their physiological and emotional health competencies have a favorable monetary impact on the organization.

The bottom line is if you cannot measure it, you cannot defend it.

The starting point for any program must be obtaining an evidence-based baseline with validated instruments, such as biometrics measurement using wearables, and leveraging blood, urine and saliva lab testing. If an assessment tool cannot validate what it claims, look for one that does. Follow up with a blended model that builds in program evaluation and monitors for tracking and reporting on personalized plans' progress. Keep in mind the importance of confidentiality, data security, and ongoing feedback collection for all programming.

When creating leadership programs that support physiological and emotional health competencies, adopt a Plan – Do – Check – Act (PDCA) framework that promotes continuous improvement. Do not expect to get everything right or perfect. Accept that PDCA must be a core part of the program design that will include program evaluation to obtain an ROI using a validated methodology such as the Phillip model.⁵⁰



CONCLUSION

Ultimately, for physiological and emotional health competencies to no longer be overlooked, employers will eventually need to buy into the necessity and benefits of ensuring that all their leaders can develop them.

Ignoring, or cognitive dissonance, will not change the health challenges and burnout risks leaders are experiencing in today's workplace, especially as we come out of the pandemic, struggling with the impact of all the micro-traumas over the past two years.

Focus on leaders' intrapersonal skills, particularly how effectively they manage their physiology, thinking, and emotions.

Employers must accept that the experience and work environment they create can positively or negatively impact their leaders' stress levels. When fear permeates a work culture, and there is little respect for how leaders feel, no level of programming will offset or make a leader more resilient.

For a leader to become truly resilient, a two-way accountability is essential for what the employer and leader both need to do. This combination will impact how a leader can optimize their physiology, emotions, and thinking. These three factors will ultimately define how successful leaders can become in managing themselves and others.



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Known internationally and is one of Canada's top experts in mental health issues in the workplace, Dr. Bill Howatt is the Founder and CEO of Howatt HR. He is the former Chief of Research Workforce Productivity at the Conference Board of Canada and Life Works.

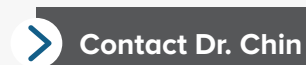
Bill is one of Canada's top experts in mental health issues in the workplace with more than 30 years of experience in mental health, addiction and human resources consulting. He holds a PhD and a post-doctorate degree in behavioural science.

He has published over 300 articles with The Globe and Mail, is a regular columnist with the Talent Canada has published over 50 books including the bestsellers: *"Cure for Loneliness"* and *"Stop Hiding and Start Living"*.



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Elaine Chin, MD, MBA (U of Toronto) is a North American trailblazer of Precision Medicine, founder of Executive Health Centre, a premiere holistic personalized medicine practice and Innovation Health Group, offering virtual health testing, consultation services, enterprise and wellness programs. She is the former Chief Wellness Office at TELUS Communications.

Presently, she is an expert contributor to CP24, CityLine TV show and consultant at Good Housekeeping and Prevention Magazines (Hearst Publishing) in New York.

She has authored a top-ten book *"Lifelines – unlocking the secret of your telomeres for a longer, healthier life"* and a new book, *"Welcome Back! How to reboot your physical and mental well-being for a post-pandemic world"* a Top 10 Wellness Book by Indigo Books.

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