

Presenteeism and Authentic Leadership



Presenteeism

- **Presenteeism** is the opposite of [absenteeism](#). In contrast to absenteeism, when employees are absent from work, presenteeism discusses the problems faced when employees come to work in spite of [illness](#), which can have similar negative repercussions on business performance.

Source: wikipedia



Presenteeism Outline

- Definition
- Causes, Effects & Solutions
- 2 behavioural models
- 3 useful leadership models



Presenteeism (cont'd)

- It can also refer to the expectation of employers for their employees to be present at work regardless of whether any work is available or accomplished.



Causes

- Fear of loss of income
- Relaxation of employment protection laws (US, Europe)
- Reductions in benefits



Effects

- Employees operate below capacity
- More prone to mistakes
- Contagious diseases infect other employees
- Potential to cause long-term illness



Effects (cont'd)

- 61% of total lost productivity and medical costs
- Costs around \$2000/yr/employee
- Working at diminished capacity cost employers \$250 Billion/yr



Effects (cont'd)

- Unscheduled absences:
 - family issues 22%
 - personal needs 18%
 - an entitlement mentality 13%
 - stress 11%.
- Absence related expense with biggest impact on productivity, profitability, morale



Effects (cont'd)

- 49% of employees lose productivity at a rate of 1 hour or more/day due to stress
- 40% lose 1-2 days/yr
- 37% lose 3-6 days/yr
- 23% lose more than 6 days/yr of productivity due to stress.
- 44% of employees come to work 1-4 days/yr when too stressed to be effective
- 19% of employees come to work more than 6 days/yr when too stressed to be effective.



Effects (cont'd)

“Smart business persons will become aware of the costs of Presenteeism and take action up-front to protect their business.”

“Presenteeism: The Hidden Costs of Business “ [Daniel Sitter](#)



<http://ezinearticles.com/?Presenteeism-The-Hidden-Costs-of-Business&id=40408>



Solutions

- Working Conditions
- Paid Leave
- Correct HR Strategy



Responses to Job Dissatisfaction

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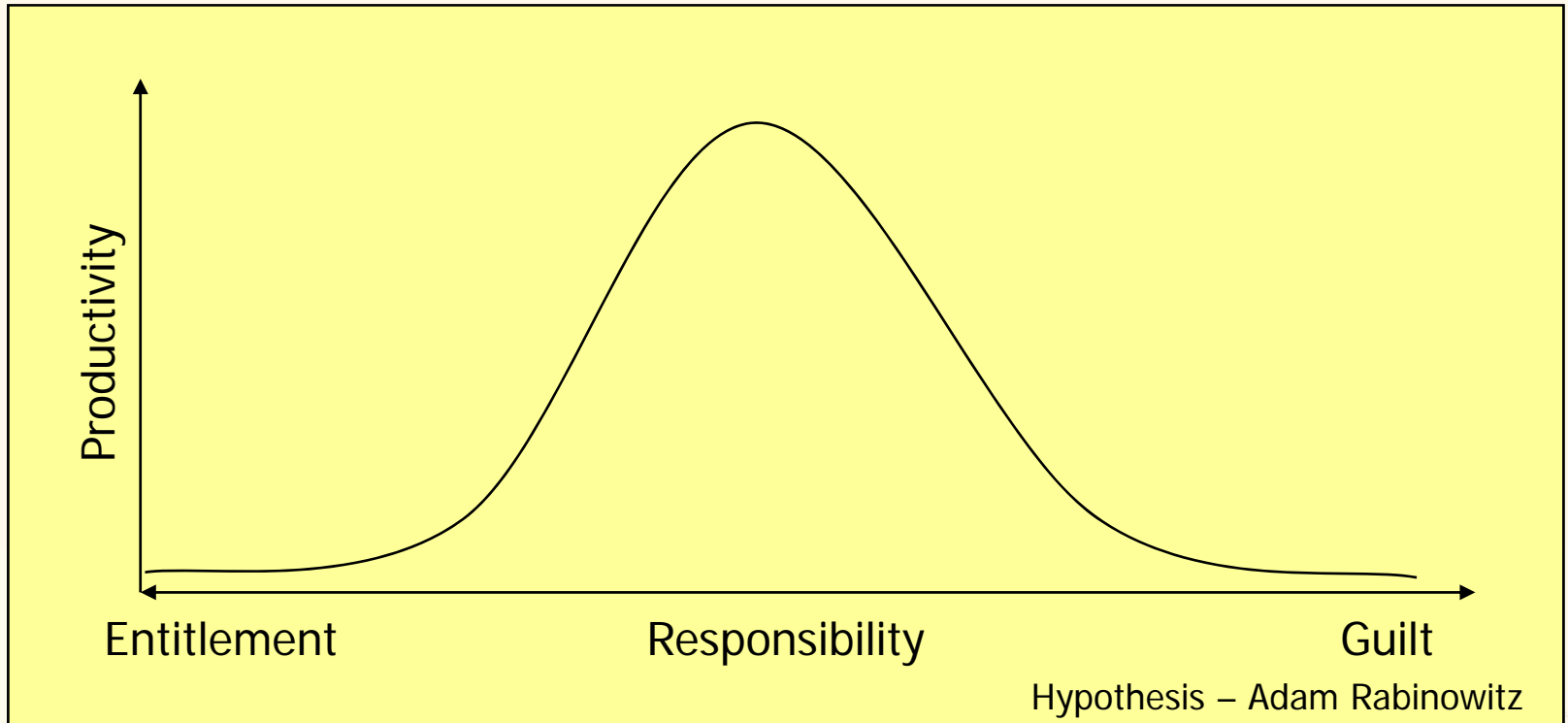
Passive.....Active	Exit	Voice
	Neglect	Loyalty

Destructive.....Constructive

Source: Robbins, SP, *Organizational Behaviour*, Prentice Hall, New Jersey, 2003



Responsibility, Entitlement and Guilt



Employee Benefits

- Well pay vs Sick Pay
- Well-Pay program increased savings, reduced absenteeism, increased productivity and employee satisfaction¹.
- Discovery Vitality
- “Out” bonuses
- Satisfaction & Absenteeism correlation



1. **Source:** Harvey, Rogers & Schultz, *Public Personnel Management Journal*, Summer 1983



Authentic Leadership

- Jack Welch's 8 rules of Leadership
- 4 Motivational Profiles
- 5 Dimensions of Leadership

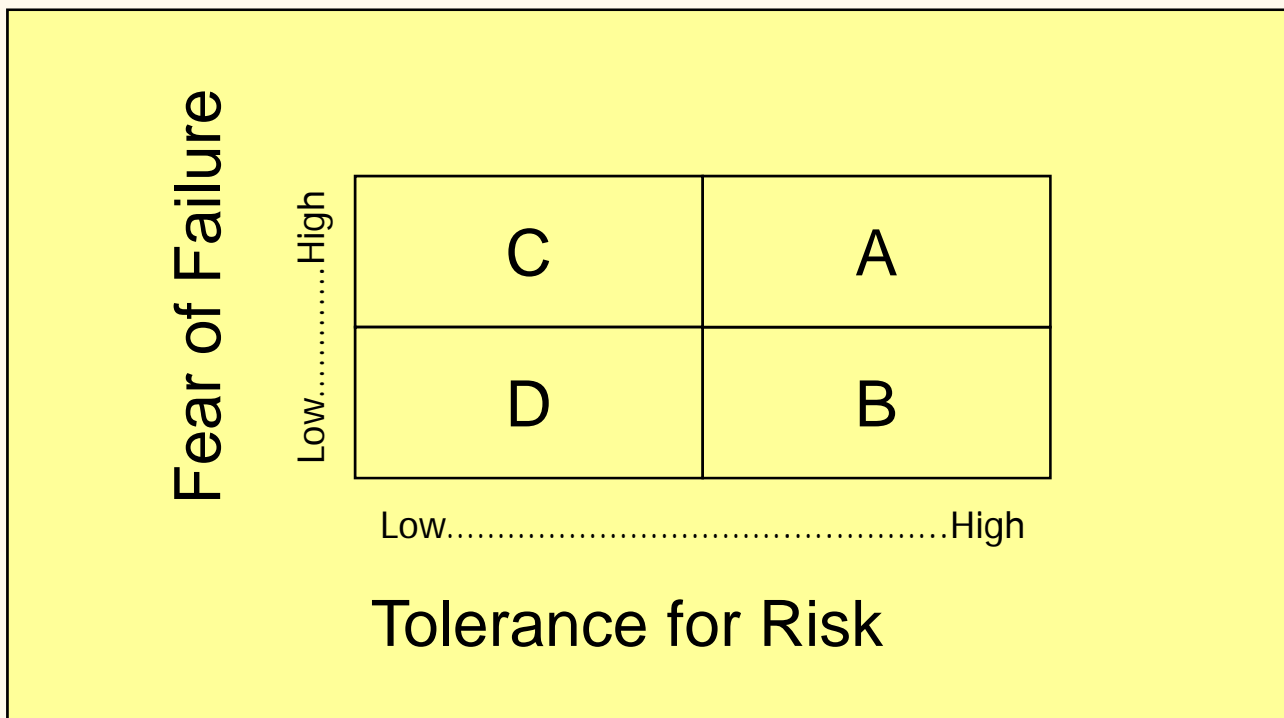


Jack Welch's 8 rules of Leadership

- 1. Relentlessly upgrade your team
- 2. Ensure people see, live and breathe the vision
- 3. Exude positive energy and optimism
- 4. Establish trust with candour, transparency and credit
- 5. Have the courage to make unpopular decisions and gut calls
- 6. Probe and Push with curiosity, ensuring questions answered with action
- 7. Inspire risk taking & learning by setting example
- 8. Celebrate



4 Motivational Profiles



5 Dimensions of Leadership

- Inspiring a shared vision
- Challenging the Process
- Modeling the Way
- Encouraging the Heart
- Enabling Others to Act

(Kouzes & Posner)

