

Wellbeing at Work

New Zealand Disability Support Network

Fiona Michel – 28 April 2021



Building legacies, delivering genius.

Why wellbeing at work?

Wellbeing is not only good for people, it's good for business.

\$1.6bil

Approximately \$1.79 billion each year is lost due to workplace absence and stress

+10%

Organisations that prioritise employee engagement and wellbeing outperform the industry average by approximately 10% on the Financial Times Stock Exchange 100 Index

2.3x ROI

Every dollar spent creating a mentally healthy workplace has an average return on investment of 2.3x according to research by Beyond Blue and PwC



Greater employee engagement



Reduced staff turnover



Increased profitability and productivity



Greater information sharing within teams



Enhanced performance under pressure



Increased job satisfaction



Fewer work injuries



Lower healthcare costs

What is Wellbeing (according to Google)?



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FONOFA PASIFI

EXPLORE YOUR WAY TO WELLBEING

WHĀIA TE ARA HAUORA,
WHITIORA

A GUIDE FOR INDIVIDUALS
AND COMMUNITIES

23 - 29
SEPT

**Mental Health
Awareness Week**

VISIT MHAW.NZ

 **Mental Health Foundation**
mauri tū, mauri ora

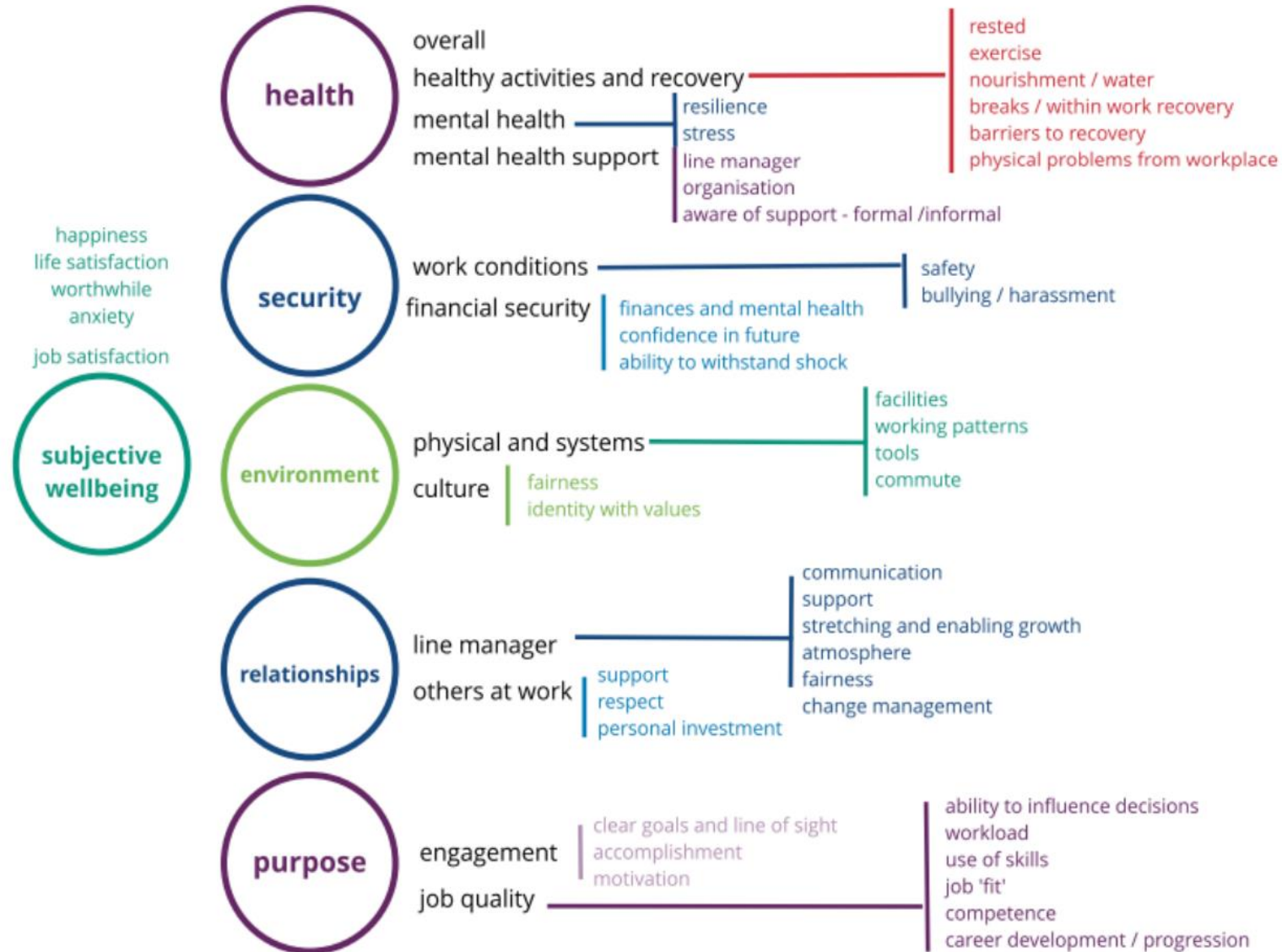
#MHAWNZ



[HTTP://THISISGRAEME.ME](http://thisisgraeme.me)

nau
social

What is important for workplace wellbeing?



1

Psychological Safety

Team members feel safe to take risks and be vulnerable in front of each other.

2

Dependability

Team members get things done on time and meet Google's high bar for excellence.

3

Structure & Clarity

Team members have clear roles, plans, and goals.

4

Meaning

Work is personally important to team members.

5

Impact

Team members think their work matters and creates change.

re:Work

5-MINUTE PSYCHOLOGICAL

SAFETY AUDIT:

- **If you make a mistake in this team, will it be held against you?**
- **Are the members of this team able to bring up problems and tough issues?**
- **Do people on this team sometimes reject others for being different?**
- **Is it safe to take a risk on this team?**
- **Is it difficult to ask other members of this team for help?**
- **Would anyone on the team deliberately act in a way that undermines efforts?**
- **Working with member of this team, are unique skills and talents valued and utilised?**

Edmondson, A. (1999) Psychological Safety and Learning Behaviour in Work Teams. Administrative Science Quarterly, 44: 350-383.



GOALS

BEHAVIOURS

**PATTERNS/
REINFORCERS**

**MINDSET/
VALUES**

S + T = R

“We judge ourselves by our intentions and others by their behaviour.”

Stephen M.R. Covey, [The Speed of Trust: The One Thing that Changes Everything](#)

What's Your Personality Type?

Use the questions on the outside of the chart to determine the four letters of your Myers-Briggs type. For each pair of letters, choose the side that seems most natural to you, even if you don't agree with every description.

1. Are you outwardly or inwardly focused? If you:

- Could be described as talkative, outgoing
- Like to be in a fast-paced environment
- Tend to work out ideas with others, think out loud
- Enjoy being the center of attention

then you prefer

E
Extraversion

- Could be described as reserved, private
- Prefer a slower pace with time for contemplation
- Tend to think things through inside your head
- Would rather observe than be the center of attention

then you prefer

I
Introversion

2. How do you prefer to take in information? If you:

- Focus on the reality of how things are
- Pay attention to concrete facts and details
- Prefer ideas that have practical applications
- Like to describe things in a specific, literal way

then you prefer

S
Sensing

- Imagine the possibilities of how things could be
- Notice the big picture, see how everything connects
- Enjoy ideas and concepts for their own sake
- Like to describe things in a figurative, poetic way

then you prefer

N
Intuition

ISTJ
Responsible, sincere, analytical, reserved, realistic, systematic. Hardworking and trustworthy with sound practical judgment.

ISFJ
Warm, considerate, gentle, responsible, pragmatic, thorough. Devoted caretakers who enjoy being helpful to others.

INFJ
Idealistic, organized, insightful, dependable, compassionate, gentle. Seek harmony and cooperation, enjoy intellectual stimulation.

INTJ
Innovative, independent, strategic, logical, reserved, insightful. Driven by their own original ideas to achieve improvements.

ISTP
Action-oriented, logical, analytical, spontaneous, reserved, independent. Enjoy adventure, skilled at understanding how mechanical things work.

ISFP
Gentle, sensitive, nurturing, helpful, flexible, realistic. Seek to create a personal environment that is both beautiful and practical.

INFP
Sensitive, creative, idealistic, perceptive, caring, loyal. Value inner harmony and personal growth, focus on dreams and possibilities.

INTP
Intellectual, logical, precise, reserved, flexible, imaginative. Original thinkers who enjoy speculation and creative problem solving.

ESTP
Outgoing, realistic, action-oriented, curious, versatile, spontaneous. Pragmatic problem solvers and skillful negotiators.

ESFP
Playful, enthusiastic, friendly, spontaneous, tactful, flexible. Have strong common sense, enjoy helping people in tangible ways.

ENFP
Enthusiastic, creative, spontaneous, optimistic, supportive, playful. Value inspiration, enjoy starting new projects, see potential in others.

ENTP
Inventive, enthusiastic, strategic, enterprising, inquisitive, versatile. Enjoy new ideas and challenges, value inspiration.

ESTJ
Efficient, outgoing, analytical, systematic, dependable, realistic. Like to run the show and get things done in an orderly fashion.

ESFJ
Friendly, outgoing, reliable, conscientious, organized, practical. Seek to be helpful and please others, enjoy being active and productive.

ENFJ
Caring, enthusiastic, idealistic, organized, diplomatic, responsible. Skilled communicators who value connection with people.

ENTJ
Strategic, logical, efficient, outgoing, ambitious, independent. Effective organizers of people and long-range planners.

3. How do you prefer to make decisions? If you:

- Make decisions in an impersonal way, using logical reasoning
- Value justice, fairness
- Enjoy finding the flaws in an argument
- Could be described as reasonable, level-headed

then you prefer

T
Thinking

- Base your decisions on personal values and how your actions affect others
- Value harmony, forgiveness
- Like to please others and point out the best in people
- Could be described as warm, empathetic

then you prefer

F
Feeling

4. How do you prefer to live your outer life? If you:

- Prefer to have matters settled
- Think rules and deadlines should be respected
- Prefer to have detailed, step-by-step instructions
- Make plans, want to know what you're getting into

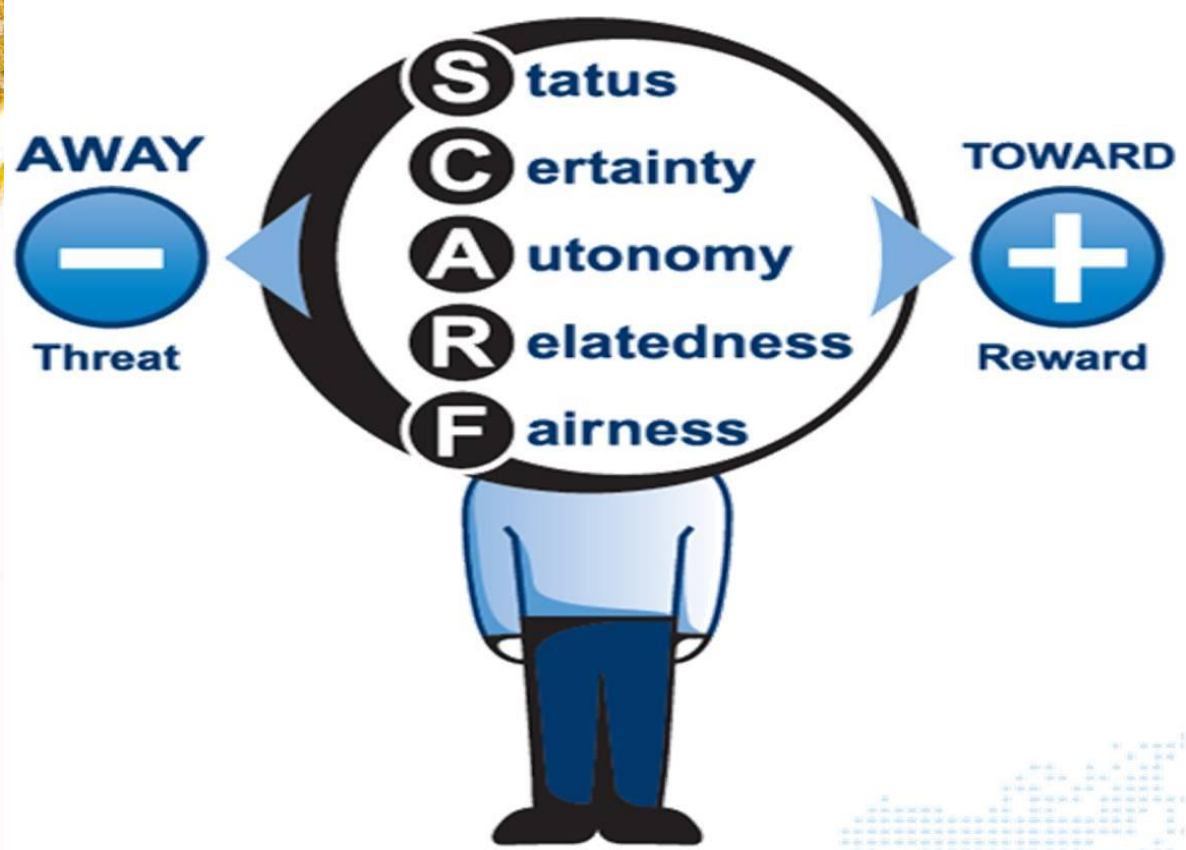
then you prefer

J
Judging

- Prefer to leave your options open
- See rules and deadlines as flexible
- Like to improvise and make things up as you go
- Are spontaneous, enjoy surprises and new situations

then you prefer

P
Perceiving



"Quiet Leadership will help you improve other people's thinking, which is the best place to begin improving performance."
—Marshall Goldsmith, author of *What Got You Here Won't Get You There*

QUIET LEADERSHIP

{ Six Steps to Transforming Performance at Work }

David Rock

Hold Stay Interviews

- Can you tell me what you would need in order to do the best work of your life?
- Have you felt frustrated or anxious about your current job position in the past year? What contributed to those feelings?
- Why do you look forward to coming to work every day?
- Why do you dread coming to work?
- What kind of recognition do you want to receive that you're not currently getting?
- What professional growth opportunities would you like to have that go beyond your current position?
- What kind of flexibility do you need to help you have a healthier work-life balance?
- What skills or interests do you have that the company isn't using?
- What do you consider your greatest accomplishment during your time at this company?
- What's your dream job?
- Do you feel like your job helps the company achieve its goals? Why or why not?
- Do you feel productive at work? What would you change to feel more productive?

CFO asks CEO: "What happens if we invest in developing our people and they leave?"

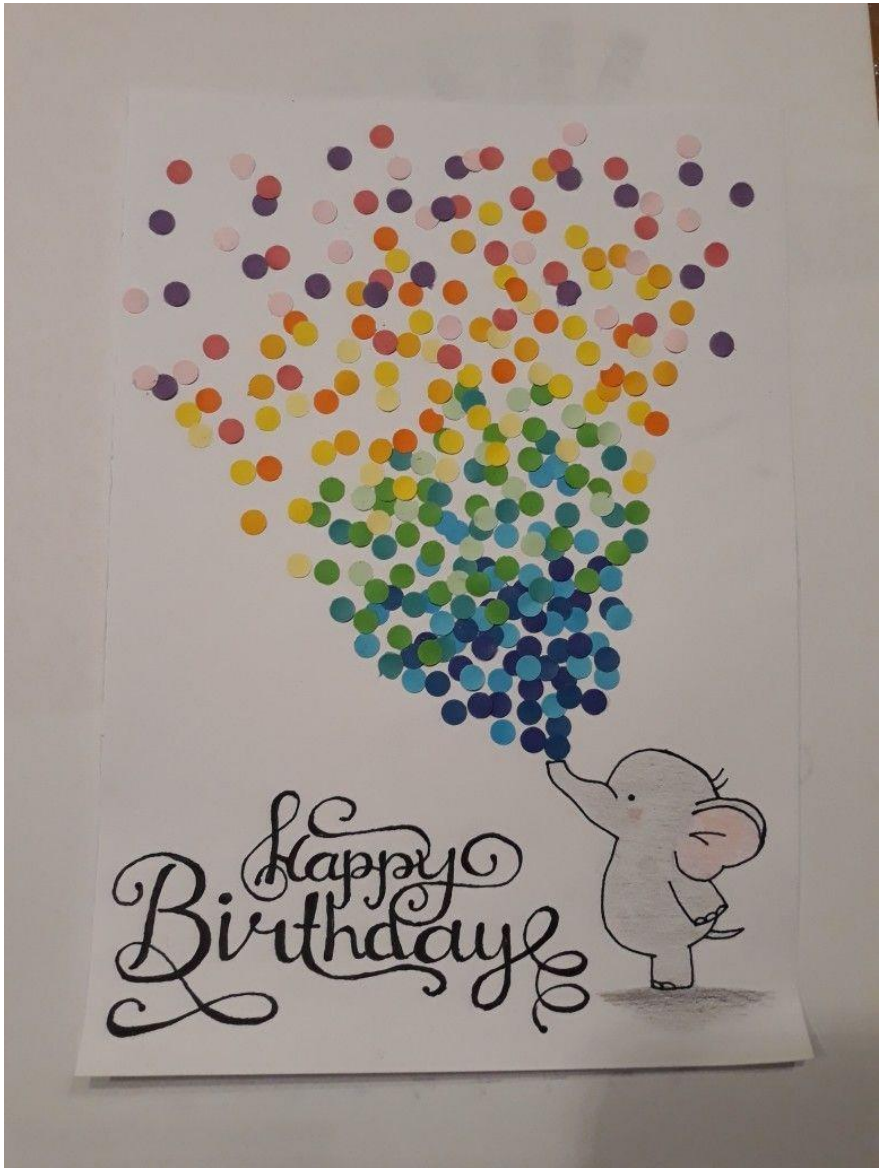
CEO: "What happens if we don't and they stay?"

Encourage their potential

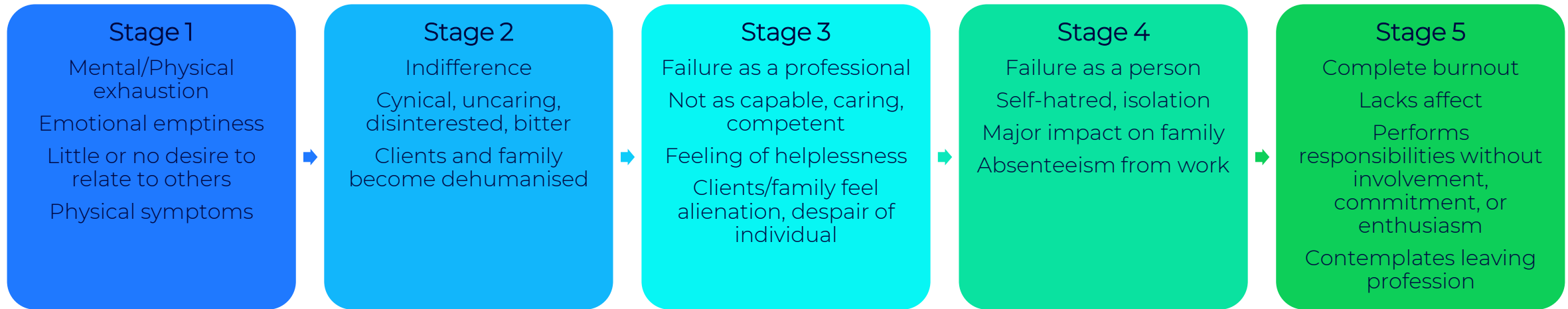
- Audio books : for commuting
- Quick Books : TED talks, HBR, Economist, Unfiltered.co.nz
- LinkedIn, Twitter, Join a Library
- Professional qualifications/conferences
- Experiments : job swaps, internships, acting roles, projects, be a speaker – offer/say yes
- Volunteer roles : mutual mentoring
- Networks – join or create your own
- Community leadership
- Do one thing a year that scares/stretches you
- MOOCs (Massive Online Open Courses)
- Always ask for feedback – and listen: what did I do well, what should I have done differently?
- Ask for what you want – a mentor, a payrise, an introduction, an opportunity – and be clear about the Return on Investment



Remember the little things



Stages and Signals of Burnout



Physical	Exhaustion, lack of energy, musculoskeletal symptoms , hypertension, cardiovascular conditions, headache, respiratory illness, insomnia, lack of self care, changes in appetite
Psychological	Anger, depression, anxiety, frustration, cynicism, Irritability, mood swings, sadness, withdrawn, emotional detachment or decreased coping abilities, lack of drive, inability to concentrate, addictive behaviour
Interpersonal/Social	Inability to communicate with family, friends, and colleagues, cynicism, suspiciousness toward co-workers and others in work environment, neglect of family and social obligations

Testing for Burnout

Maslach and Jackson developed the Maslach Burnout Inventory (MBI) for detecting and measuring the severity of burnout syndrome.

The scale evaluates three domains:

- **emotional exhaustion**
- **depersonalisation
(negative or cynical attitudes toward patients)**
- **loss of a feeling of personal accomplishment at work**

<http://connectability.ca/Garage/wp-content/uploads/presentations/mindfulness/Burnout-self-test.pdf>

Checking-in & Support

HOW TO START

- There's no right way of expressing things – the main thing is to be thoughtful and motivated by genuine concern.
- You don't need to have all the answers – it's about the conversation and the support you offer by talking.
- Say what feels comfortable for you.
- If what you say doesn't sound quite right, stop and try again. It doesn't have to be the end of the conversation.

LISTEN CAREFULLY

- Remember that this is their story, so don't try to guess how it plays out. Instead, listen and ask questions.
- Be aware of your body language. To show you're listening, try to maintain eye contact and sit in a relaxed position.
- Repeat back your understanding of what they've said and make sure it's accurate.

RESPOND

Think about the best way to respond. You can't fix things, but you can help them along the way. You might:

- decide that today you're just there to listen and offer support
- talk about it again another time
- keep checking in with them
- reassure them that you'll respect their privacy
- think about what they need now and ask what you can do to help.

WHAT TO DO NEXT

- Discuss options for further support.
- Finish the conversation with a plan/next steps.
- Appreciate that they opened up and shared their story with you.

LOOK AFTER YOURSELF

- If the conversation has worried you, think about how you can relax or debrief.
- Talk to someone for support and/or advice but remember to respect employee privacy.

UNEXPECTED OUTCOME?

- Be relaxed if the discussion doesn't go as you'd hoped. If the person doesn't want to speak about it, respect their choice, but leave the door open for further dialogue.
- The discussion might not be immediately successful and you may need to make a few attempts to open a conversation. However, your actions may still make a difference. The person may choose to act at a later stage or continue the conversation with others.


STRATEGIES FOR AVOIDING BURNOUT

BOUNDARIES..


what are yours? me-time



Screen-free Sundays



family is most important




.. BUFFERS ..

leave enough time to complete tasks,




take time to recover after big events




does the plant get watered?


these show whether you're OK or not OK...



are you getting enough sleep?




is there time to ride to work?



eat regular meals

CANARIES..

life is made for living after all!



.. CELEBRATION ..

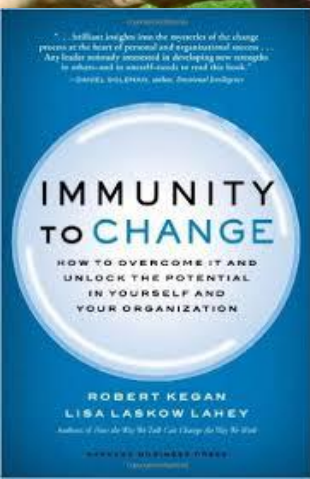
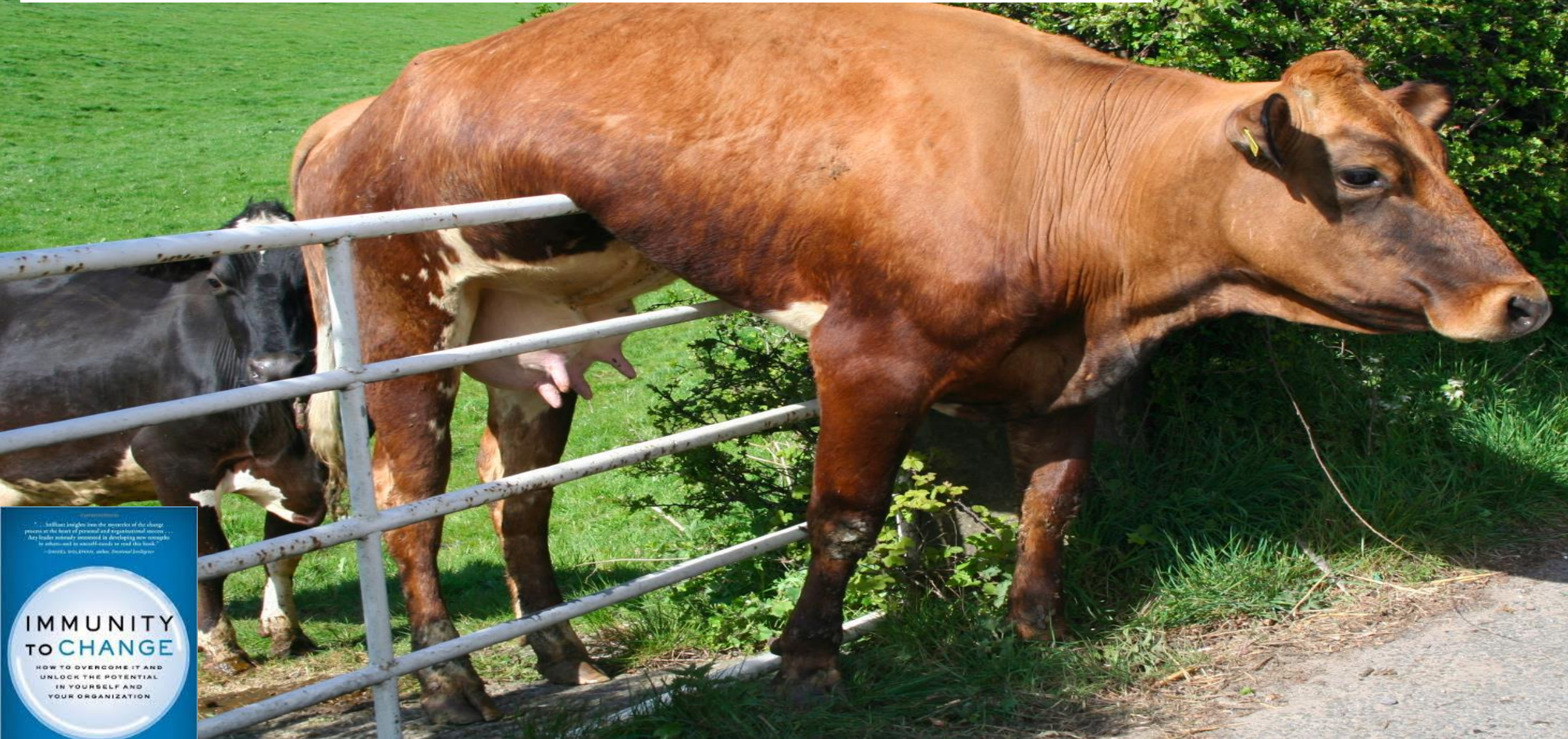
The power of peer support



Out of sight, not out of mind



Recognise even the most keen get stuck



The Goal – Doing/Not Doing– Competing Commitments – Big Assumption(s)

What we say we want

What we want more

Unchallenged Beliefs

Team Improvement Goal	Doing/Not Doing Instead	Hidden Commitment	Big Assumption
<p>Create a culture of mutual trust and unwavering support.</p>	<p>We don't listen very well to each other; we'd rather tell each other.</p> <p>We talk behind each others backs.</p> <p>We feel that if we haven't been personally consulted, it wasn't a decision.</p> <p>We avoid difficult conversations with each other.</p> <p>We don't share information.</p> <p>We are very judgmental and critical of each other.</p> <p>We don't assume the best intent.</p>	<p>We are each committed to not having to follow anyone else's directions; to our own selfish independence.</p> <p>We are committed to winning, even if it means others in the group will lose.</p> <p>We are committed to not having to rely on others, to never having to depend on others.</p> <p>We are committed to not working through conflicts directly, to not wearing ourselves out.</p> <p>We are committed to preserving the pleasure of harshly criticizing and judging each other.</p>	<p>There is an inherent conflict between entrepreneurship and collective collaboration—you can't have both.</p> <p>We are essentially living in an "every man for himself" world; if things go badly for any one of us, the firm won't be there to back us up.</p> <p>If we aren't personally involved in a decision, it can't be a good one.</p> <p>Taking our team to the next level is a choice, we do not have to take this step.</p>

Example

Questions and Discussion



Dilbert.com @ScottAdamsSays



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Resources

- <https://www.depression.org.nz/>
- <https://www.thelowdown.co.nz/>
- <https://www.ruok.org.au/every-day-resources>
- <https://www.kiwifamilies.co.nz/articles/free-financial-help/>
- <https://nziwr.co.nz/workplace/>
- <http://rethink.org.nz/buildingwellness/>
- <https://hbr.org/2001/11/the-real-reason-people-wont-change>

REMINDERS FOR HARD DAYS

WHOLEHearted
SCHOOL COUNSELLING

1. A bad day does not equal a bad life. *You are not this struggle.*
2. Not all thoughts are true. *Phew.*
3. Feelings are not facts. *But all your feelings are valid, real, and allowed.*
4. The only way out is through. *DARN IT.*
- 5. Your worth is not contingent on circumstances.
↳ *You are LOVABLE and ENOUGH always.* ↳
6. Nothing stays the same. *Life guarantees this.*
7. You can't be everything to everyone. *But you can be true to yourself.*
8. Be gentle with yourself. And trust your inner voice, strength, and resilience. *And be vulnerable.*
9. *You're not alone.* It's okay to ask for help. *^*
10. Focus on the things you can control. *Let go of the rest.* *This is easier said than done.*

Fiona Michel

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@FionaMichel



Building legacies, delivering genius.