

WELLBEING

Wellbeing Playbook

Team Resources

What's This Playbook For?

Welcome to the wellbeing playbook!

Before using this playbook you - and possibly your team – will have attended the 'Thrive Workshop' and/or 'Thriving Through Change'. This playbook will now help you continue the journey you started in these workshops, supporting you to unleash the energy in your team and lead on wellbeing.

As you use the ideas in this playbook you will help:

YOUR TEAM

embed wellbeing 'rituals' into the everyday, so they perform at their best.

YOU

look after your own wellbeing and set the right example.

YOUR TEAM AS INDIVIDUALS

prioritise and talk about wellbeing in a supportive environment.

Find Your Path

Instead of reading this playbook in full, it's up to you to find your own path, to get what you need from it. The playbook is designed for you to jump to the sections that will help you most and 'plug and play' the activities which will add most to the team.

Click on the links below to jump to the sections you need. You can return to this page at any time by clicking the 🏠 symbol at the bottom of each page. When you reach the end of a section, you'll find a button to take you back to the homepage of that section so you can choose where to go next.

Click on any of the areas below to jump to the section you need.

I want...

To get my team together for a
'Thrive workshop' follow-up

To help my team thrive
during a change

Ideas to bring each pillar to life
with my team

Mental

Emotional

Physical

Purposeful

Some great further wellbeing resources to
read, watch, listen and learn from

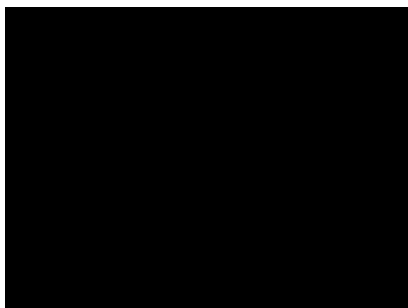
Getting the Team Together for a 'Thrive Workshop' Follow-up

'Thrive Workshop' Follow Up

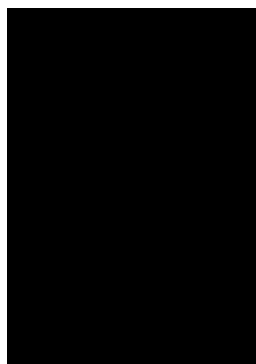
Spending time discussing your collective wellbeing is the first step to creating a shared environment in the workplace where everyone can thrive. By organising a follow up workshop, you can generate open conversations and create a collective plan to improve or maintain team wellbeing.

All the resources you need to run a session with the team as a follow up to the Thrive Workshop are below. Click on the pictures to access each resource.

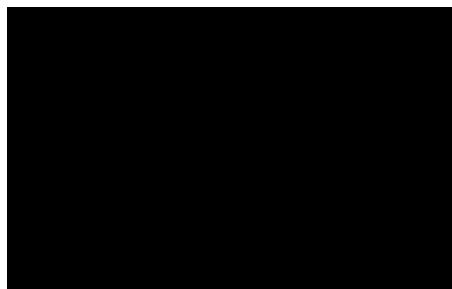
Session Slides



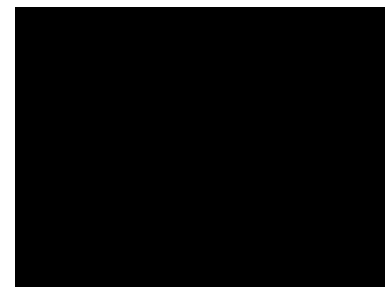
Leader Session Guide



Wellbeing Quiz



Team Action Plan Template



Bringing Each Pillar to Life with the Team

PHYSICAL

Means looking after our health, fitness, diet, sleep and energy levels so challenges are approached with zeal. Get the team physically well by trying out some of **these ideas**.

PURPOSEFUL

We achieve this by identifying what really matters to our team and connecting this to all we do. Bring purpose to life for the team with some of **these ideas**.

Wellbeing:
Ideas to bring
each pillar to life in
the team



MENTAL


Mastering this means managing our mental choices and our team's reactions to distractions, pressures, and adversity. Tackle the mental obstacles in the team with some of **these ideas**.

EMOTIONAL

Means finding ways to feel positive, confident and always supported by others. The challenge is keeping the team realistic and being prepared for anything. Support the team's emotional wellbeing with some of **these ideas**.

Mental Wellbeing

TEAM ACTIVITIES

Click [here](#) for ideas and facilitation notes for 10-30 minute sessions you can run with the team to boost their mental wellbeing. Unless otherwise specified, each exercise can be run with any number of team members. All the activities can be adapted to run virtually unless you see this icon 



SMALL IDEAS THAT MAKE A DIFFERENCE

It's not just in meetings that we can impact our team's wellbeing. Click [here](#) for small ideas on embedding mental wellbeing in the team.

1:1 CONVERSATIONS

Want to check-in with individual team members on their mental wellbeing? Click [here](#) for questions and techniques you can use in 1:1 conversations.



Mental wellbeing: team activities

From Stuck to Moving



Time
10-20
mins



Use this to boost mental wellbeing by...
...stopping team members from dwelling on challenges or 'sticking points' and getting them focused on moving forward again.

Before the session:

- This exercise will work best with groups of up to 10 people.
- Ask everyone to prepare to talk for two minutes about something they are working on but are not making progress with because they've become 'stuck'.

Step 1: Feeling stuck

- Explain that mental wellbeing suffers when we feel 'stuck' with a project, change or challenge. We get so caught up with all the details, issues, risks etc. that we just can't see how to progress. Once we feel stuck like this we feel even more frustrated, which reduces our mental wellbeing further – and our ability to fix things and move forward! And so it becomes a vicious cycle.
- Explain that a fresh perspective can help us see more easily what is needed to move forward. So today we'll help each other focus on what really matters.

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From Stuck to Moving (cont.)

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Step 2: A problem shared...

- Ask each person to present their challenge to the rest of the room without interruption. This should take no more than two minutes.
- When listening, the group should each write down their one best 'great idea' which can help the presenter move forward with their project.
- These should each be written on post-it notes so the presenter has something to take away (or written as comments in a virtual meeting). The idea is that all of these ideas are then given to the presenter as a large resource from which they can choose.

Step 3: Getting moving

- Give everyone a few minutes to read through all the advice and ideas given to them. Then get them to chat to a partner (or all discuss as a group) the best piece of advice they've received and what they will do with it.
- Prompt them to be really practical – what exactly will they do, when, and how will this help them? What if it doesn't work – what else can they try?

After the session

- Follow up with each team member in 1:1 sessions or in passing during the working day – did they get 'unstuck'? How are things progressing now? How has it made them feel about the project/ change/ challenge? And what impact has it had on their mental wellbeing generally?



Good Times, Bad Times



Time
15-30
mins



Use this to boost mental wellbeing by...

...focusing the team on the things which help them get 'in the zone' and agreeing ways of working which will make this happen more.

Before the session

- Create a 'poster' on a flipchart – as visual as you like – with some of the following prompts: Where? Time of day? Deadlines? People? Task? Online? Computer? Your schedule? Feel free to add any other prompts relevant to the team. Refer to this during steps 1 and 2 of the exercise.

Step 1: Good times

- Remind the team we feel mentally better when we're 'in the zone' (or 'in flow') i.e. when we're focused, concentrating and enjoying what we're doing.
- Get the team to form pairs. Give each pair a **pen** and **post-its**. Ask the pairs to discuss for **1 min each** a time they were 'in the zone'. They should discuss what was happening using the prompts on the poster e.g. where were they, what else was in their schedule, were they facing a deadline, were other people with them, were they on/offline etc?
- As each person talks, their partner should write each feature down on a separate post-it.
- After both partners have finished, have all the pairs add their post-its to a flipchart/ area of the wall titled 'Good times'.



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Good Times, Bad Times (cont.)

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Step 2: Bad times

- Repeat the process for a time they've wanted but struggled to get 'in the zone'. Have the pairs add their post-its to a new flipchart/ wall marked 'bad times'.

Step 3: Review and agree ways of working

- Have the team read and cluster/ theme the post-it notes in both areas and ask them:
 - What trends they notice i.e. what helps us as a team get 'in the zone' (the good times) and what blocks us (the bad times)?
 - To brainstorm ideas for ways of working as a team which will help them each spend more time 'in the zone' e.g. 'no email Fridays', 'out of office messaging protocols'. Write these ideas on a flipchart.
 - To vote for the best 3 ideas which you'll now implement. Make sure you agree a plan for how to make this realistic – who will do what? When? How will you check this is working?

After the session

- Remember to role-model and check-in on the new ways of working during 1:1s and future team meetings. Tweak the ways of working as needed to help everyone get 'in the zone'.

See more ideas on the next page...



'Five to One' Focus Points



Time
10 mins



Use this to boost mental wellbeing by...
...learning to shut out distractions so you can focus on what you choose really matters.

Step 1: Get focused

- Explain that when we are stressed, or our mind is distracted by something, we can sometimes struggle to focus on the most important things. We may even consciously decide to split our attention by 'multi-tasking' on many things. When this happens, our mental wellbeing suffers as we struggle to complete things quickly and well.
- Explain that staying focused and shutting out distractions is tricky, and doesn't come to everyone naturally. But, with practice, this is something we can all learn to do. Many people choose meditation or mindfulness practice to achieve this, but we'll now use a simple technique we can all use every day to flex our focus muscles.
- Make sure everyone is sitting comfortably. Ask them to close their eyes and start to think about their breathing. Ask them to bring their awareness to each of their five senses – what can they hear, feel, taste, smell and see (even with closed eyes).
- Ask the group to focus on five specific things they can sense right now (e.g. the sound of the air conditioning unit, the smell of the coffee, the feel of the chair etc.)

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'Five to One' Focus Points (cont.)

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Step 2: Sharpening your focus

- After 1 minute, ask them to shut one of the five things they have sensed out of their mind. Get them to focus on the other four.
- Then, every minute thereafter, ask them to shut out one more, so that by the last minute of the exercise, they are only focusing on one thing. Direct them to focus all of their attention and energy on to that particular sense for a whole minute.

Step 3: How was it for you?

- When finished, ask them how they found this. How does it compare to how they felt at the start of the exercise? Were there any focus points they found hard to shut out?
- Explain that this exercise is hard; some people find the very act of trying to shut something out makes them think about it even more! But this is something to keep practising as people who practise this kind of mindfulness report great results in being able to control their focus over time.

After the session

- Encourage the team to do this exercise regularly at work or to try it at home. Perhaps include it in team meetings and check-in on whether this gets easier – and the impact it has – over time.



Mental wellbeing

Small Ideas that Make a Difference

CHANGE THE VIEW

- Research has shown that changing our environment can help change our outlook and focus. If we find ourselves stuck and struggling to progress, a change of scene can inspire or concentrate our minds. It can also help us avoid daily distractions such as email and people 'stopping by' to chat to us when we want to focus.
- To role model the value of this, try having team meetings in a different environment. Or bring in new 'rules' like bringing no phones into the room.

JUST DO IT

- Sometimes we struggle to get 'in the zone' because we simply can't get started (or don't know where to start).
- Next time the team is struggling to make a start on a project, get them together, set the timer for 5 minutes (or 15 minutes or 30 minutes) and just start...writing, talking, designing, researching – whatever is needed.
- This is not only a good mental boost but usually kick starts great ideas (and very often people then just keep going as they find themselves 'in the zone').



Mental wellbeing

1:1 Conversations

Use these techniques and questions to explore mental wellbeing with team members in your regular check-ins with them.

KEEP A DISTRACTION TALLY

Got a team member who struggles with focus or mental wellbeing more generally? Get them to keep a tally for a day or a week; how many times are they distracted and by what – internal or external distractions? Use their tally to prompt a discussion about managing their main distractions.

DO - DEFER - DELETE

Try this if a team member is struggling with workload, perhaps constantly having to multi-task to get everything done. Review with them their current 'to do' list and discuss what they must **do**, what they could **defer** (delay, delegate or change), and what they could **delete** so they focus on what matters.


'TIMESHEET' REVIEW

Mental wellbeing suffers if we spend too much time on 'small stuff' that gives us no satisfaction. We'll likely be 'in the zone' more often – and have better mental wellbeing – if we spend more time on our 'big rocks'. Get the team member to keep a 'timesheet' over a week, mapping out what time gets spent on things that matter to them. Use this to start a conversation about changing where they spend their time.



Physical Wellbeing

TEAM ACTIVITIES

Click [here](#) for ideas and facilitation notes for 10-30 minute sessions you can run with the team to boost their physical wellbeing. Unless otherwise specified, each exercise can be run with any number of team members. All the activities can be adapted to run virtually unless you see this icon 



SMALL IDEAS THAT MAKE A DIFFERENCE

It's not just in meetings that we can impact our team's wellbeing. Click [here](#) for small ideas on embedding physical wellbeing in the team.



1:1 CONVERSATIONS

Want to check-in with individual team members on their physical wellbeing? Click [here](#) for questions and techniques you can use in 1:1 conversations.



Low Energy Warning



Time
10 mins



Use this to boost physical wellbeing by...
...helping the team work out how to re-energise each other.

Step 1: Step onto the scale

- Ask the team how energetic they're feeling right now on a scale of 0-10. Ask them to stand on an invisible scale leading from one side of the room to the other. Alternatively, use a whiteboard and ask the team to place their cursor on either side of the screen. Ask how they know when their energy is low or high? What are the signs? How do they behave? e.g. when low they become really quiet or they find it hard to concentrate.

Step 2: Knowing me, knowing you

- Explain when our energy levels are low we need to recharge. What will achieve this is different for each of us. For some it might be going for a run, for others it's reading a book.
- Get everyone to draw a 'poster' or write on a whiteboard about themselves:
 - How the team could spot their energy was low (i.e. what would be seen)
 - What the team could do to help/ what support you'd like e.g. should we leave you alone, bring you a cup of tea, schedule meetings to be outside?

Step 3: Boosting each other's energy

- Have the group present their posters/ whiteboards. Run a discussion about what everyone has shared. Ask: how do we want to work as a team to boost each other's energy? How can we make this work practically?

After the session

- Put in place any new ways of working needed. Check-in with team members about how they're feeling since the discussion; has anything changed? Share stories with the team about how it's impacted individual wellbeing.



Team Rhythms



Time
10 mins



Use this to boost physical wellbeing by...
...helping the team understand the differences between their own and others' circadian rhythms and work in ways to boost everyone's energy.

Before the session

- This exercise will work best with groups of up to 20 people.
- On a sheet of flipchart paper (or on a virtual whiteboard) plot out two axes like in the Thrive Workshop workbook (vertical is energy levels and horizontal is time over 24 hours).

Step 1: In rhythm

- Remind the team that our circadian rhythms are our natural energy fluctuations. We each have different high and low energy points in the day which those who attended the 'Thrive Workshop' have already mapped.
- Have everyone plot their natural patterns onto the flipchart poster, labelling their line with their name/ a different colour.

Step 2: Team fluctuations

- Ask everyone to spend a few minutes looking at the team rhythms. Distribute post-its of the same colour and ask everyone to write thoughts about the **similarities** they notice. They should note how they think these similarities could be used and should stick their post-its on the flipchart in the relevant places.
- Then give out a second set of post-its in a different colour and get the group to make notes on the **differences** they notice; what issues might they cause? Have them stick these on the flipchart too.



Team Rhythms (cont.)

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Step 3: Exploring further

- Discuss how the similarities could be used e.g. are there useful times for team meetings, 'no email hours', good opportunities to have lunch together, or slots when quiet concentration time would be valuable.
- Then discuss how ways of working could also be adapted to reflect differences e.g. when certain issues might not be best handled with meetings but remotely.
- Capture ways of working into an informal 'team charter' and have everyone sign up to making this work.

After the session

- Explain that understanding circadian rhythms helps with more than just work (they explain jetlag, sleep dysfunction and changes in appetite) and there's lots of interesting information available online for anyone who wants to find out more. Share the HBR article: <https://hbr.org/2015/01/the-ideal-work-schedule-as-determined-by-circadian-rhythms>
- If the team can't access the article, share the main points:
 - Circadian rhythms are natural, hard-wired and persistent.
 - Rather than fight them, we should make the most of them.
 - This involves planning your day and your task allocation carefully i.e. tackling more complex tasks in the morning and leaving less mentally taxing jobs for mid-afternoon.
 - Effective teams should understand individual differences in circadian rhythms to ensure everyone can work at their best.



Physical wellbeing

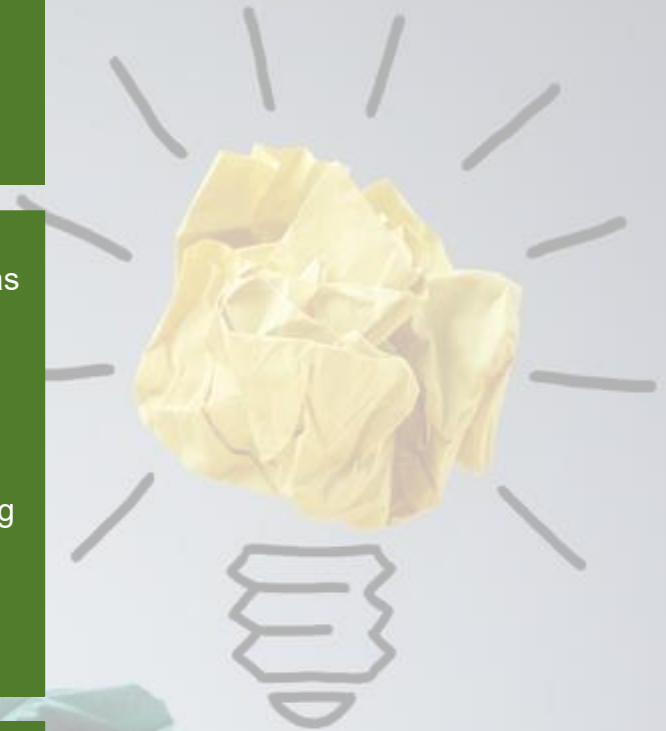
Small Ideas that Make a Difference

KICK START HEALTHY HABITS

- One of the best ways of getting people to change is to make it as easy as possible for them to do so.
- Organise a local gym trainer or fitness enthusiast to share tips with the team.
- You could also encourage everyone to buddy up for exercise e.g. signing up for a run together, or competing with each other (or both).
- Make an effort to eat lunch together as a team on a regular basis – try scheduling this for once a week and build from there.

BETTER MEETINGS

- Rather than pack hour-long meetings in back-to-back, schedule them to take 20 or 50 minutes. Then use the 'spare' 10 minutes after each meeting to recover or catch up on emails/ calls that have come in during the meeting.
- Try walking meetings when you need to get ideas flowing. Better still, take your meeting outside.
- Get the meeting group standing up and keep it active. Or ask each speaker to stand during the meeting.



Physical wellbeing

1:1 Conversations

Use these techniques and questions to explore physical wellbeing with team members in your regular check-ins with them.

DIARY REVIEW

It's easy to get caught up in only thinking about the next day, hour or even five minutes. But in order to look out for everyone's wellbeing, it's important to look ahead and plan recovery time. Question whether the amount of recovery time that week is enough; what else can they do to really recover this week?

MAXIMISE THE RHYTHM

Sometimes we might think that scheduling a catch up at the start or end of the day causes the least disruption to everyone involved. However, this can mean we're out of sync with our circadian rhythms. Try to set catch ups for times that match the highs of their circadian rhythms. Once you've tried this a few times, check in to see if the time works for both of you.

CHANGE OF SCENE

1:1s are perfect for embracing 'walking meetings'. Boost your energy while you catch up, which might also help you and your colleague come up with new solutions as the extra oxygen and energy boosts creativity.



Emotional Wellbeing



TEAM ACTIVITIES

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SMALL IDEAS THAT MAKE A DIFFERENCE

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1:1 CONVERSATIONS

Want to check-in with individual team members on their emotional wellbeing? Click [here](#) for questions and techniques you can use in 1:1 conversations.



Growth Mindset



Time
10-20 mins



Use this to boost emotional wellbeing by...
...exploring what it takes to adopt a growth mindset.

Step 1: Different mindsets

- Ask if anyone knows the difference between a growth mindset and a fixed one? Explain that a growth mindset means believing you can develop/ improve, whereas a fixed mindset means you believe that you can't change the skills/ intelligence you have.
- Research shows people with a growth mindset learn and achieve more and have better emotional wellbeing as they believe they can handle changes and challenges better.

Step 2: Shifting perspective

- Share a challenge scenario that is relevant to the team e.g. your move to a different department is delayed; one of your closest colleagues is leaving the company.
- Split the group in two and ask one group to brainstorm how someone with a fixed mindset would characterise and respond to that situation. Ask the other group to brainstorm how someone with a growth mindset would do the same. If you are running this virtually, ask half the group to consider a growth mindset and half to consider a fixed mindset approach.

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Growth Mindset (cont.)

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Step 3: Comparing perspectives

- Have the groups share their ideas and ask what the wellbeing of each type might be. If running this virtually, ask one or two people who were considering the 'growth mindset' to share their view, and then gather one or two views about 'fixed mindset'. Draw out the positives of a growth mindset i.e. we feel capable, we focus on what matters, we bounce back from setbacks.
- Ask the group what they noticed about the growth mindset ideas i.e. what is it that people with a growth mindset do that we could benefit from? Draw out ideas like they look for opportunities to be stretched and learn, they notice the positives, they take action etc.
- Have a discussion about how they could use those techniques in their own work – in which situations? What support would they need? What impact would it have? If you are running this virtually, ask everyone to write down one suggestion before the end of the session.

After the session

- Introduce Carol Dweck's book 'Mindset' or her TED Talk 'The power of believing that you can improve' as great tools for anyone who wants to find out more.

See more ideas on the next page...





Circles of Influence



Time:
10
mins



Use this to boost emotional wellbeing by...
...helping teams focus on what they can influence,
and not dwelling on things they can't.

Before the session

- Draw two circles on a flipchart, one within the other. Label the middle circle 'influence' and the outer 'concern'.

Step 1: Introduce the circles

- Explain that thinking about circles of influence and concern is a way of taking control of the things on our mind, to reduce our stress levels.
- Often many things play on our minds – some of which we can influence and some of which we can't but are simply 'concerns' e.g. the weather may affect our plans but is not something we can influence. When we spend time focusing on concerns we can become more anxious as we worry but are unable to do anything which changes the situation.
- Explain that by focusing attention and energy on our circle of influence instead, we become increasingly proactive, successful and calmer i.e. we boost our emotional wellbeing. We may not be able to change the weather but we can change what we wear and how we plan to travel. In turn this kind of thinking actually increases our circle of influence as our positive results open up new opportunities.

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Circles of Influence (cont.)

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Step 2: Influence vs concern

- To boost our wellbeing we can therefore use these simple circles and we'll now apply this to a current challenge.
- Ask the group to draw their own two circles on a piece of paper. Then have them partner up with someone else in the room to each discuss a challenge they are currently facing or something that is worrying them.
- In their pairs they should take it in turns to list everything that is on their mind about the situation; their partner should capture everything they say on their piece of paper, noting it either in the circle of influence or concern.
- After a few minutes when that person has listed all their concerns, their partner should show them their circles, highlighting what they can and can't control. They should then discuss any surprises or things they've realised seeing the circles played back to them, and what they are going to do to progress the things they can influence and turn their attention away from things which are merely concerns. They should then swap roles.
- NB this exercise can also be run as a group if the whole team are anxious/ focused on the same challenge.

After the session

- You can use this technique in 1:1 meetings as well if a team member is facing a stressful or worrying situation.



Emotional wellbeing

Small Ideas that Make a Difference

SOCIAL CHECK-INS

- Make wellbeing part of your everyday dialogue.
- You can do this by starting and ending meetings by asking everyone to line up according to the last time you did something for your wellbeing? (From 'went for a run' to 'took ten minutes to meditate').
- You could also run a 'go to corner' vote on which of the four wellbeing pillars you are most focused on at the moment.

A PERSONAL BOOST

- There really is no time like the present. Take a pause and notice what the team is doing well right now. Which challenges have they already overcome – congratulate them. What have they done today which helps you – thank them. What are they having a go at (even if it's out of their comfort zone) – acknowledge their efforts.



Emotional wellbeing

1:1 Conversations

Use these techniques and questions to explore emotional wellbeing with team members in your regular check-ins with them.

CHANGE PERSPECTIVE

If a team member is struggling to see a way out of a problem or challenge, try getting them to consider it from a different perspective. Ask, what might X's take on this be? What would they see differently and why? Thinking in this way can open up the conversation and help them find a solution for themselves.

LOOK BACK

Take some time to reflect on how the week has gone for your team members. Ask them, if you had to review the week with a growth mindset what would you think? Compare this to how the week might look if we kept a fixed mindset.


CIRCLES OF CONCERN

If you know that someone is bogged down with lots of worries, work together to unpick each of their concerns. Which can you reframe to move to circles of influence? Which can you eliminate by taking them off their plate or just reassuring them that they don't matter. Keep a note of how their circles of concern are changing and evolving as the weeks go by.



Purposeful Wellbeing

TEAM ACTIVITIES

Click [here](#) for ideas and facilitation notes for 10-30 minute sessions you can run with the team to boost their purposeful wellbeing. Unless otherwise specified, each exercise can be run with any number of team members. All the activities can be adapted to run virtually unless you see this icon 



SMALL IDEAS THAT MAKE A DIFFERENCE

It's not just in meetings that we can impact our team's wellbeing. Click [here](#) for small ideas on embedding purposeful wellbeing in the team.

1:1 CONVERSATIONS

Want to check-in with individual team members on their purposeful wellbeing? Click [here](#) for questions and techniques you can use in 1:1 conversations.



Big Rocks



Time
10 mins



Use this to boost purposeful wellbeing by...
...helping the team to focus on what matters most to them, then sharing this to ensure everyone can work most effectively together.

Step 1: Big rocks

- Explain the 'big rocks' are the important things, those which matter most to them. This could include personality traits (loyalty, honesty) or how they like to spend their time (with friends, cooking etc) or certain subjects and skills (accounting, building) or life's pillars (family, health, career).

Step 2: Your rocks

- Ask the group to capture theirs (those who have attended 'Thrive Workshop' should already have identified these) on 5 post-its and stick them to their body. It might help if you do the same.
- Ask the group to chat in pairs about their choices. After one minute move to another person. Repeat this until they have spoken to everyone in the room.
- Ask the group why they think it might be important for us to have this knowledge about each other? How can we use this information to work together better? What small shifts can we make to incorporate these rocks into our daily interactions?

After the session

- Come back to the team's big rocks regularly in team meetings. Why not kick-off each team get-together by asking everyone to share something they've done since the last meeting connected to their big rocks? Or ask them to share what % of their time has gone on big rocks recently and how we could help boost that as a team?



Stay Connected



Time
15 mins



Use this to boost purposeful wellbeing by...
...helping the team keep their purpose in mind when addressing everything they need to get done.

Step 1: Reframing

- Explain 'reframing' is a useful way of looking at a problem with a fresh perspective. When other people view our challenges, they're more likely to approach them in a different way. Reframing helps us to feel unstuck, motivated and re-energised with what we are trying to achieve.

Step 2: Drawing links

- Ask one person in the group to share their purpose and capture this on a flipchart or virtual whiteboard. Ask them to share five tasks they are currently working on and capture these too. Ask others in the group to call out ways they can connect that person's purpose with each of the tasks they are faced with.
- Divide the group into pairs and repeat the activity so everyone is trying to match current tasks with their purpose. Encourage everyone to be creative with their suggestions (as some tasks will feel more connected to the purpose than others) so they leave the session with a renewed sense of purpose and energy in relation to what they need to get done.
- If you are running the session virtually, you can work on a few examples as a group and then encourage everyone to try reframing for themselves or with a peer after the session.

After the session

- Review each team member's purpose regularly and ask them to consider how each task they do can be reframed to link back to their purpose.



Purposeful wellbeing

Small Ideas that Make a Difference

CONNECT THE ROCKS

- Think about people who are really connected to their purpose. Share their stories with the team.
- Better still, invite a speaker (in any field) who could really inspire everyone.

ASPIRATIONS CHECK-IN

- Sometimes looking to the future and imagining what life looks like can really help us decide what matters most.
- Get the team to think forward to five years' time. Ask them to imagine life is perfect. They should draw or write what comes to mind. Why don't you capture whatever really matters to you first and share it with the team.

STRENGTHS TEST

- It's not always easy to know what we do 'best'. Dedicate a conversation to the team's strengths and commit to finding out more about what they love to do.
- Explore how they can play to these more at work, by bringing more of what they love into their roles.



Purposeful wellbeing

1:1 Conversations

Use these techniques and questions to explore purposeful wellbeing with team members in your regular check-ins with them.

AT YOUR BEST

If a team member is feeling a little lost, take some time to reflect together on when they've been really successful. What were they doing when they were at their best? You can share ideas of your own to get the conversation going. Ask them what motivated them at that time?

WHEN TIMES WERE TOUGH

As well as looking at what we've achieved when we were at our best, a lot can be learnt by reflecting on challenges we've had to overcome in the past. Ask the team when they've faced a real challenge in their career (or life in general). How did that challenge shape them? What would things be like if they hadn't had to overcome it?

INTO THE FUTURE

To get to know the team well, it's a good idea to have a picture of their ideal future. In a perfect world, what would they be doing? Once you've established this, find out what they feel their trade-offs are to achieve their perfect future? What are the limits? Note any parameters or constraints and work out what you can do to get around these together.



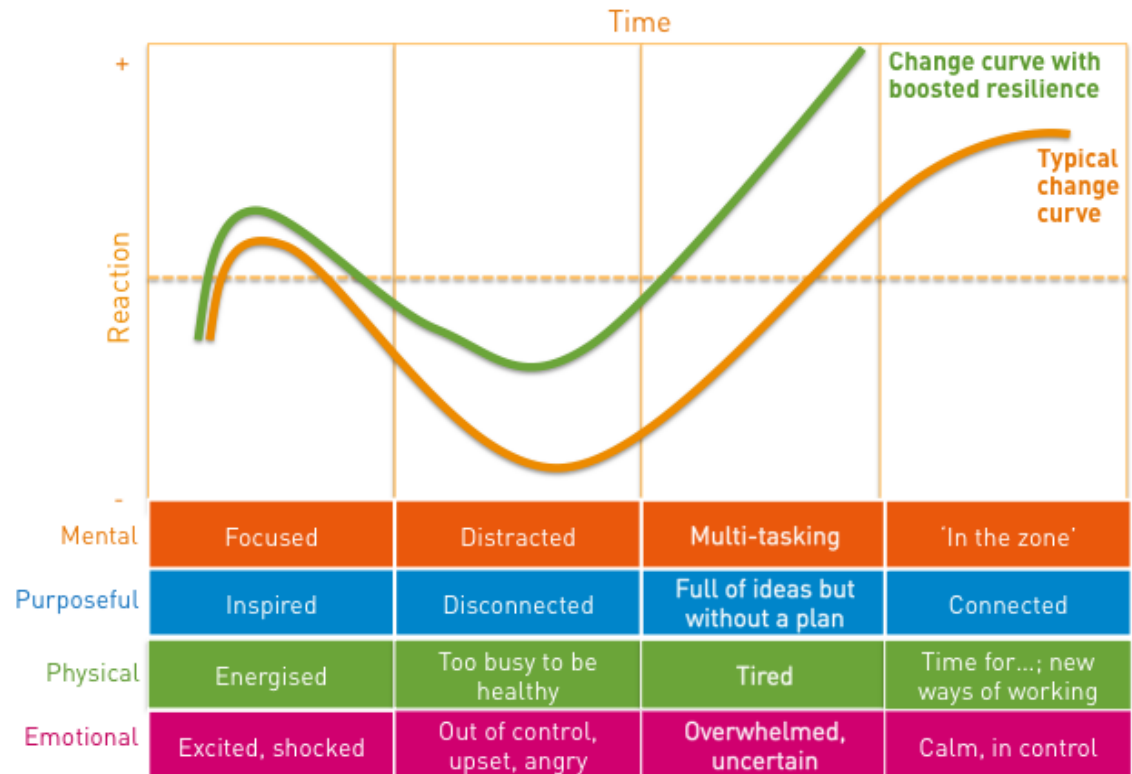


Helping the team thrive
through change

The Link between Change and Wellbeing

How we experience the change curve impacts and is impacted by our level of wellbeing or resilience. Change can impact all four pillars of wellbeing.

This deep relationship between change and wellbeing creates a case for us to focus on boosting resilience for ourselves and others as we lead them through change. Read more on how to do this on the next page.



Leading Others to Thrive Through Change

Mastering our inner game can help our resilience as we embark on and journey through change. And as Line Managers, we have a responsibility to enable our team members to thrive. When leading people through change, there are therefore things we can and should do to fuel each part of the inner game of our team members. The pages which follow give some specific ideas for sessions and actions to fuel our teams' inner game, and boost their energy and resilience as they face a change.

Resilient people tend to...

Purpose and Service

...connect with the purpose of the change so they feel inspired to move forward.

Personal Mastery

...work to understand the new skills and behaviours they need, and proactively work on mastering them.

Agility

...courageously try new things and work to shape the change to make it – and themselves – successful.

During change, leaders can...

...fuel Purpose and Service by:

- Inspiring people about the change in ways that matter to them.
- Being honest about challenges but positive about solving them.
- Celebrating successes.

...fuel Personal Mastery by:

- Creating confidence about where we're moving 'from' and 'to', even where there are no clear answers.
- Collaborating with their teams on what's needed to help them master the new.

...fuel Agility by:

- Helping others want to change, believe they can and find it easy.
- Involving the team in solving problems and shaping the change.
- Role modelling how to thrive.



Thriving Through Change

TEAM ACTIVITIES

Click **on each box** for ideas and facilitation notes for 10-30 minute sessions you can run with the team to help them...



Thrive through
change as a whole



Fuel their **Personal
Mastery**



Fuel their sense of
Purpose and Service



Fuel their **Agility**



1:1 CONVERSATIONS

Want to check-in with individual team members on how they're thriving through a current change? Click **here** for questions and techniques you can use in 1:1 conversations.

Thriving through change: team activities

Group Change Curve



Time
15 mins



Use this to thrive through change by...

...working out where the team are in relation to the change curve and finding out what you can do to move them on.

Before the session

- Draw a change curve on a flipchart poster.

Step 1: Where are we?

- Explain the change curve (see [here](#) for a description).
- Work together to plot each team member along the change curve.
- Discuss what this tells you, as a team. For example, is everyone at the same stage? In which case, what can you do to move along together? If everyone is at different stages of the change curve, think about how you can use team members to support each other.
- Ask everyone how they think it may impact team wellbeing and performance.

Step 2: Moving along

- Ask each team member to think of at least one suggestion for how they can move someone (or themselves) along the change curve. What could they say or do to help?

After the session

- Repeat this exercise throughout the change to check in on how people are progressing.

See more ideas on the next page...



Wellbeing Framework



Time
15 mins



Use this to thrive through change by...

...understanding which wellbeing pillars need more attention from you and the team.

Before the session

- Consider asking your team to check in with themselves using the [redacted] to understand better where their energy and wellbeing is at.
- Divide a flipchart (or use a virtual whiteboard) into four squares and write each of the four wellbeing pillars in each square. Remind yourself of these [redacted]

Step 1: How are they doing?

- Explain that our wellbeing can be boosted or challenged when we go through a change so we're now going to check in on how we're all doing in terms of wellbeing.
- Ask everyone to stick a green post-it note on the pillar they feel they are currently strongest in and a red/ pink post-it note on the pillar they feel they are weakest. (If you don't have coloured post-its, or are running this virtually, ask everyone to mark a tick (strongest) or a cross (weakest) on the poster.
- Explore how you can work as a team to boost wellbeing for everyone. Ask everyone to share tips about what they are doing well or how they are managing to thrive and share ideas on what more you could be doing in the weaker pillars.
- Optional: you could finish this exercise by asking everyone to share one idea they now plan to put in place to boost their own/ others' wellbeing.

After the session

- Follow-up in 1:1 meetings with individual team members on the suggestions made/ actions they committed to during the session.

Be Vulnerable



Time
15 mins



Use this to thrive through change by...

...showing empathy with the team and opening honest channels of communication if they are feeling negative about the change.

Step 1: How are you feeling?

- There are a lot of emotions that people experience during times of change. Feeling like they are understood and supported is crucial. Run a snowball exercise to establish the general mood of the team. Ask everyone to write down how they are feeling (either just words or longer explanations) on a piece of paper. Everyone should scrunch up their paper and throw it into a bowl/ basket in the room.

Step 2: Work through them together

- Have people pick a 'snowball' from the bowl/ basket and read it aloud; this allows every contribution to be anonymous. Acknowledge the emotions of the team that you hear. Discuss as a team why they believe these are common feelings? As a team how do we overcome the emotions? What commitments do we need to make? Share how you're feeling around the change, what you're concerned or worried about. Be as authentic as possible and show that you are all in it together.
- Explore your emotions by using Martin Seligman's 'most likely scenario' technique. Ask – and answer – what's the worst case? Best case? And most likely outcome of the aspects of the change you are fearful/ nervous/ unsure about. The purpose here is to acknowledge that our feelings are reasonable but that the reality is likely more positive than we're feeling.
- Invite others to ask – and answer – the same three questions as a group or in pairs/ small groups. Check in with how people feel having considered the most likely outcomes.

After the session

- Follow up with anybody who struggled with this exercise; explore why they are feeling so anxious.



See more ideas on the next page...

Thriving through change: team activities

Weekly Surgery



Time
15
mins



Use this to thrive through change by...
...getting to the heart of their concerns and
working around them together.

Before the session

- Ask the team to submit questions relating to the current change, ahead of a weekly 'surgery' (team meeting aimed at addressing their questions).

Staying updated

- Begin a weekly 'surgery' by delivering a simple summary of what's happened during the week, specifically in relation to a current change.
- Address each question the team pre-submitted and explain how you can work together as a team to get through the changes. Welcome suggestions from other team members and generate open conversations around the change.
- Finish the meeting by outlining what's on the horizon for the following week and anticipate any concerns the team may have.



Paint a Picture



Time
20 mins



Use this to thrive through change by...

...visualising what you are all working towards and outlining exactly what it looks like.

Step 1: The impact

- Bring the team together and ask everyone to think about two things they think the change will impact for the team. What will be different and how?

Step 2: Bringing clarity

- Work together to convert these high level visions of the change into a clearer picture of the skills, behaviours and mindsets that need to change – and ‘from what’ and ‘to’ they are changing.
- You could do this using a flipchart and actually draw – together – a picture of what things will look like. This could be a stick man with what they might be thinking, feeling and doing after the change. Alternatively, brainstorm what an average day or week might look like following the change. Or discuss the seven Standards of Leadership – what do we need to dial up in each to thrive in the new state?
- Whatever the method, the idea is to bring clarity to the unknown and get everyone owning what’s needed to get there.

After the session

- Scan in the picture or type up a summary of the typical week and circulate it or put it up somewhere prominent. Come back to it and update it as the change project evolves or use it to check in at future team meetings to see how things are progressing.

See more ideas on the next page...



Create Confidence to Change



Time
10 mins



Use this to thrive through change by...

...helping everyone feel confident to try new things and accept the bumpy road to success.

Before the session

- Ask everyone in your team to think of something new they've tried or have been working on improving this week or month, in relation to the change. For example, they might be working on a particular skill, or might be trying to embrace a new way of working more positively. Ask them to identify something that hasn't gone totally to plan.

Celebrating mistakes

- Changing our behaviours, mindsets, and ways of working – learning and unlearning as we go – is a daunting process. It calls on us all to step into the unknown, let go of things that worked in the past, and risk failure.
- With this in mind, ask everyone to share the thing that hasn't gone to plan – in a positive way i.e. in terms of what they've learnt, why that mistake has been invaluable, and what they will now do differently.
- Create a way of celebrating the learning and growth which has come from each mistake. Make sure this feels significant to your team – whether it's sharing things with a leader, cheering, or appointing a 'mistake of the month' with a prize for the winner who has shown most growth.

After the session

- Follow up in 1:1 sessions on how learning has been applied. Reward, celebrate and share progress.



Identify the Milestones



Time
10 min



Use this to thrive through change by...

...identifying the 'moment' you know you've made it.

Before the session

- Think about the key milestones in the current change – which points will you feel particularly great about getting through? How will your and the team's energy be once you've achieved this? How will you know when you've come out of the other side of the change?

The destination

- Ask everyone in the team to write down when they think the time would be right (in relation to the change project) to celebrate success. At what point do they think they'll have 'made it' through the change?
- Compare the responses from different team members and once you've added your input, work together to agree a consensus. It's important to have a clear destination in change – not only does it create a sense of purpose but it means you can pause when you get there to celebrate successes.
- Gather suggestions from the team about how they'd like to celebrate.

After the session

- Circulate the agreed 'end point' so everyone has a record. Note it down and then put it somewhere prominent so the agreed milestone is there to motivate and remind people why the change is progressing. And remember to pause and celebrate when you get there.



Champion Spotter



Time

15 mins



Use this to thrive through change by...

...identifying the heroes and using them to champion the change in the team.

Before the session:

- Every individual responds to change in their own way. For some the reaction might be negative (either actively or passively) but for others, change is a positive opportunity.
- Find change champions in the team and use them to get others on board.

Using champions

- At your next team meeting, ask a champion to share three key opportunities they think the change will bring them and the rest of the team.
- By hearing this from a peer, others are more likely to buy into the value the change can bring.
- Generate an open discussion where others can ask the champion questions about the change and encourage them to answer openly and honestly to build trust.

After the session

- Involve the change champion in cascading messages about the change and sharing stories about how they've handled the change and made the very best of it.



Fuelling Agility: team activities

Making Change Easier



Time
25
mins



Use this to thrive through change by...

...working together to generate solutions to change challenges.

Before the session

- Ask everyone to think of one challenge they are facing in relation to a current change. Everyone should write this down and bring it to the next meeting.

Sharing the load

- Explain to the team that to one person, every obstacle faced can feel like a mountain to climb. To a team, that mountain becomes an adventure.
- Ask each person in the team to pass their written challenge to the person on their left. That person should then write a possible solution. The challenge + solution should be passed on to the next person to suggest an alternative solution. Repeat until each challenge has at least three different solutions.
- Return the challenges to the original authors so everyone leaves the meeting with at least three ways of overcoming their challenge.
- If you're running this virtually, take turns to share a solution to one person's challenge and repeat as above, building up the solution.

After the session

- Check in during 1:1s – which of the ideas did each person put in place? What difference did it make? How are they feeling about the change now?



See more ideas on the next page...

Making Change Happen



Time
10 mins



Use this to thrive through change by...

...identifying what matters most when working on a change project (according to the whole team) and focusing energy there first.

Step 1: What matters

- Explain there are so many possible tasks and activities to make change happen that finding focus can be challenging.
- Follow Steve Jobs' lead by bringing everyone together and running a brainstorm of the top ten actions which need to be taken in relation to the change.
- Capture these top ten on a flipchart or a virtual whiteboard. Have fun with this, having the group 'bid' to get their suggestion voted into the top ten by the group.
- Make sure that you end up with a list of ten actions in priority order.

Step 2: What matters most

- When you have the list agreed, cross off the bottom 7 actions.
- Explain that during change – to keep our wellbeing high – we need to stay focused only on the things which will boost us through the change most. Too much distraction and multi-tasking will see us all burn out. As such, as a group agree to focus primarily on the top three for the next month.



Thriving through change

1:1 Conversations

Use these techniques and questions to explore how the energy of your team members is and how you can help fuel them to thrive through change in your regular check-ins with them.

Thriving through change: check the curve

- Use the change curve as a way of checking-in with each team member.
- Explore together where the individual is currently sitting along the change curve. Find out what is stopping them from moving forward.
- Ask them what they could do to keep moving along the curve (i.e. try to see the bigger picture, work out what could be better than the old way etc).
- Suggest ways that you can help too so that you end the conversation with a clear idea of how you can both help engage their energy to begin to thrive through the change.

Fuel Personal Mastery: getting clearer

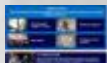
- Before each 1:1 with the team, ask them to consider one question they would most like clarity on.
- Help the team get comfortable with uncertainty. Sometimes it helps to highlight what's not changing to make the uncertainty feel less overwhelming. Get your team member to reflect on this personally – what are the skills or mindsets they already have which will really help to fuel this change?
- Focus your session on a single skill your team member could sharpen in the new state; when you walk into a room post-change, what would you see them doing differently?

Fuel Purpose and Service: making connections

- When faced with a change it can be easy to fixate on the negative and lose the will to keep working.
- To prevent this happening with the team, focus on what has motivated them in the past. Share insights (from your observations, feedback you've gathered or past 1:1a) and ask them what has kept them thriving before.
- Make connections between what worked for them before (e.g. feeling challenged, having a clear goal or working together as a team) and what they're going through at the moment. Help them to see the change as an opportunity.

Fuel Agility: lighting the fire

- In 1:1s, it can be useful to follow a certain structure to make sure your conversation is as productive as possible. Have a go using some of these techniques:
- Career questions: Make the change personal to them, find out how it can affect what they want from their career. What opportunities could it bring? How will it help them develop?
- Exception questions: Ask, "When isn't this hard? When does your energy shift? When does it work/ feel possible etc? What is happening then?"
- Try the prioritising exercise (see team activities) individually and help them work out their top three priorities.



Further Wellbeing Resources

Further Resources

Wellbeing is a popular topic and there are lots of places to look for inspiration or to find out more about the research which underpins it. You may wish to incorporate some of these further resources in a wellbeing session as a pre-read or you could try watching a video together during a break or a 'lunch and learn' session.

LISTEN

Click [here](#) for podcasts, TED talks, videos and more resources to listen to or watch to hear from experts on wellbeing.



READ

Articles, reports, books, websites...click [here](#) for great places to read more about the topics covered in this playbook.

LEARN

Try any of [Unilever](#) resources to find out more about wellbeing and learn how to boost yours.



Further Resources: Listen

Getting more sleep helps our performance

TED TALK [How to succeed? Get more sleep.](#)

Arianna Huffington shares a small idea that can awaken much bigger ones.

Get knocked down and get back up again

BBC podcast

There is a growing body of research into mental resilience; where it comes from, why it matters and how it can be nurtured. Find out how to use it to always bounce back.

Are you a giver or taker at work?


TED TALK

Organizational psychologist Adam Grant breaks down these personalities and offers simple strategies to promote a culture of generosity and keep self-serving employees from taking more than their share.

Know your purpose in five minutes.

TEDx TALK

Adam Leipzig's talk on how answering 5 simple questions can improve your wellbeing and life satisfaction.

Watch the video on
Sanjiv Mehta's Line
Manager Mental
Health 

Listen to the 'Sleep
Well' workshop &
5 x podcasts .



Further Resources: Read

Strength is driven by how you rest

[HBR article.](#)

This article explores how resilience is about how your recharge, not how you endure.

A resilient change approach has the biggest impact on wellbeing

[Robertson Cooper's research.](#)

Embedding wellbeing and resilience to support change management.

Help yourself first

[HBR article: Beat Generosity Burnout.](#)

Looking after ourselves first is crucial, Professors Grant and Rebele argue. Read how they suggest you do this.

Why work? The importance of purpose.

[Mindtools article for managers: 'Helping your people find purpose in their work.'](#)

5 simple steps for managers to help their team find purpose in what they do.

How to find your purpose and shine.

[Psych Central's Thrive Blog](#)

Packed with ideas on how to uncover and exploit your purpose.

Change is hard. Why bother?

[Read Heath and Heath's book 'Switch' or check out the supporting website](#)

Covers this question and explores the impact of change on wellbeing.

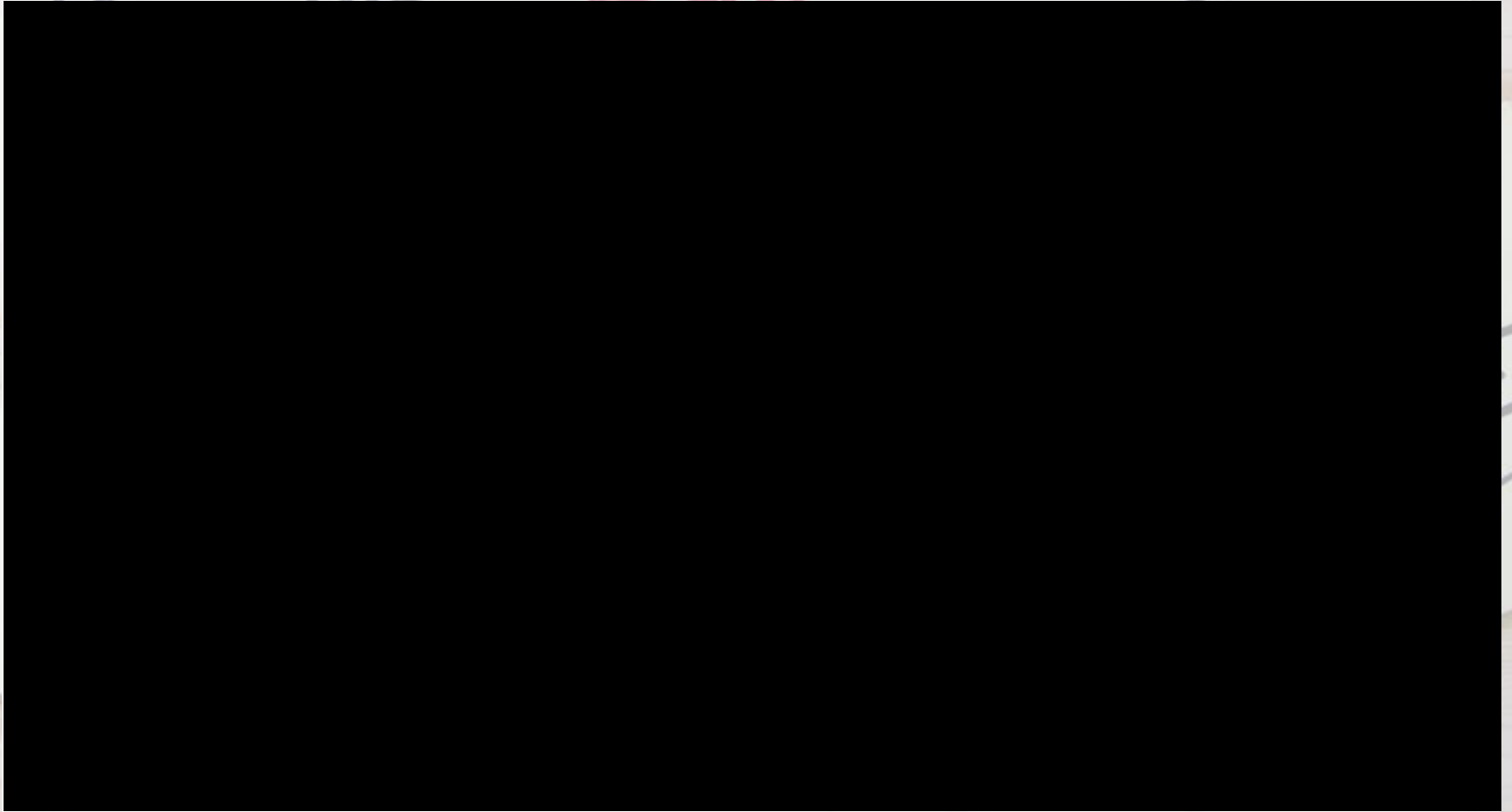
UL wellbeing
framework. Click
[redacted] to have a read.

Access more
Wellbeing
resources for Line
Managers [redacted]

Need more
resources? Check
out the UL [redacted]
[redacted]



Further Resources: Learn



Further Resources: Contacts

As well as resources to read, listen to and learn from, there are also plenty of contacts within Unilever who can be useful resources. Reach out to your local wellbeing lead for further information on local resources and benefits.

Want to find your
local Wellbeing Lead?
Check out the
[redacted] today.

Do you or a team
member need more
support? Details of
our Employee
Assistance
Programme are [redacted]