



International
Wellbeing Insights
People, Culture & Wellbeing



Stress Management Society
from distress to de-stress

Managers' Managing Wellbeing

The Seven E's: Empathetic Management

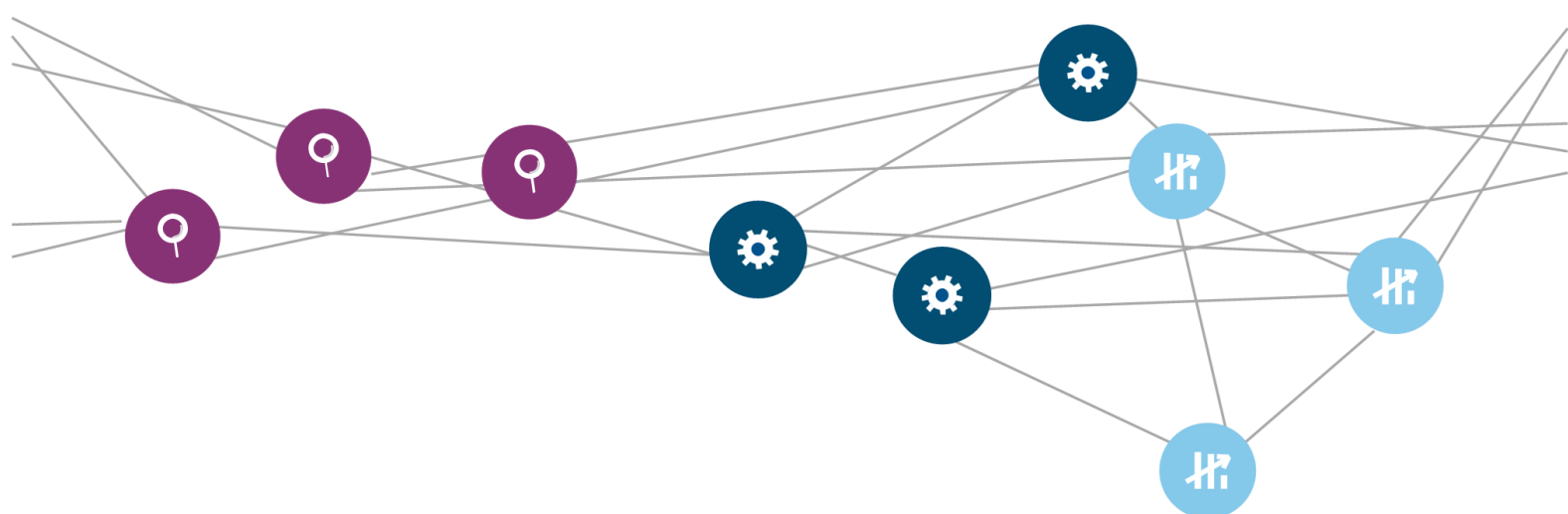
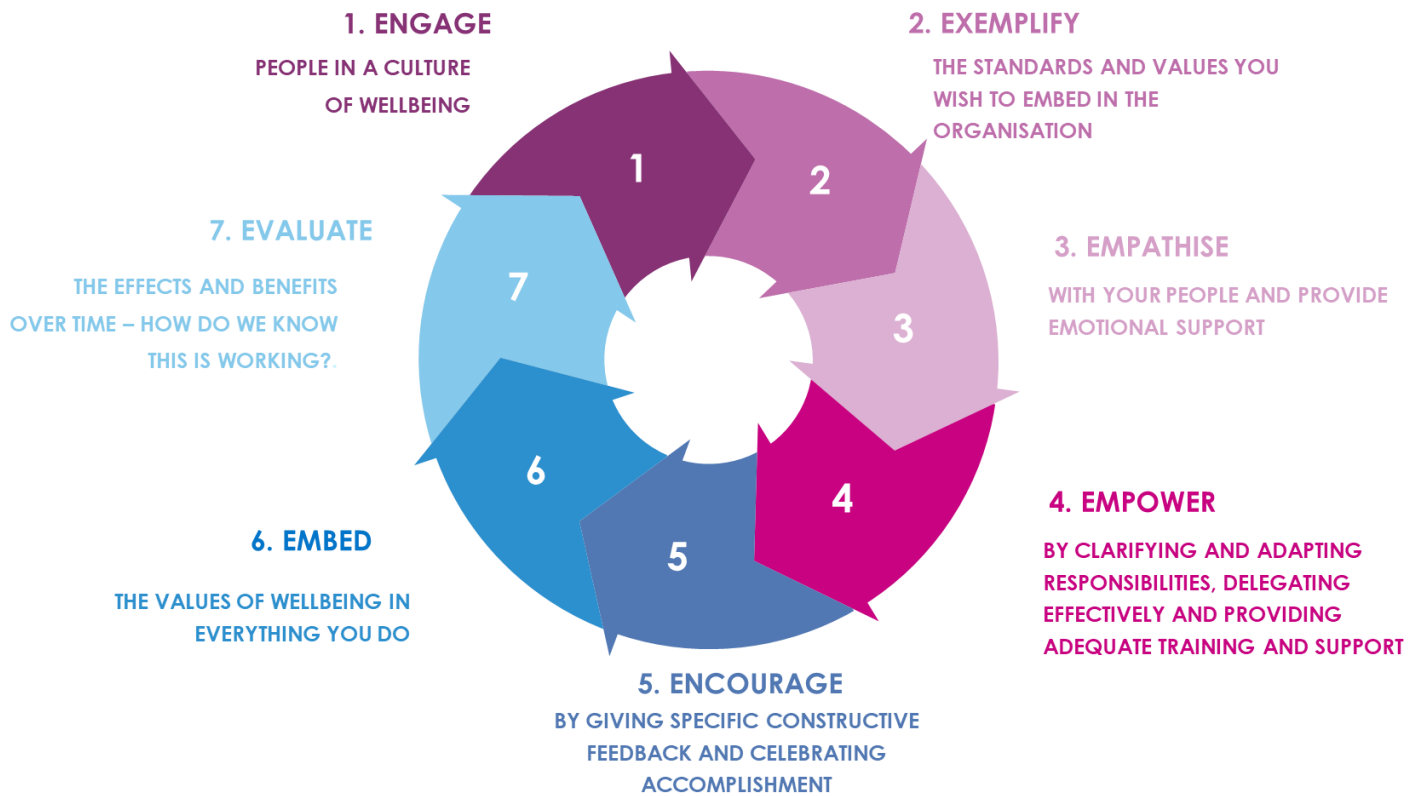
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THE 7 Es FRAMEWORK: PROACTIVE MEASURES TO MINIMISE RISK AND CREATE A CULTURE OF WELLBEING



THE 7 Es FRAMEWORK TO CREATE A CULTURE OF WELLBEING

EMPATHISE

SYMPATHY:

FEELINGS OF PITY AND SORROW FOR SOMEONE ELSE'S MISFORTUNE

EMPATHY:

THE ABILITY TO UNDERSTAND AND SHARE THE FEELINGS OF ANOTHER

AS A MANAGER IT IS IMPORTANT TO PROVIDE EMOTIONAL SUPPORT. IT ALLOWS STAFF TO FEEL SAFE WITH THEIR FAILURES AND NOT FEEL THEY ARE BLAMED FOR THEM AND ENCOURAGES MANAGEMENT TO UNDERSTAND THE CAUSE OF POOR PERFORMANCE

RECOGNISE

Be aware of differences between the individuals in your team and appreciate them. Embrace the traits that the individuals have e.g. approach an introvert differently to an extrovert to gain the best response from them.

ASK BETTER QUESTIONS

Better understand the individuals in your team e.g. “do you prefer structure or flexibility”?

LISTEN FOR LONGER

Resist the urge to jump in; hear the team. Create opportunities for staff to tell you their opinions and feelings without judging or interrupting them

HOW CAN EMPATHISING WITH STAFF HELP US BECOME A BETTER MANAGER?

WHAT ARE WAYS IN WHICH YOU CAN SHOW EMPATHY TOWARDS YOUR PEOPLE?

THE 7 Es FRAMEWORK TO CREATE A CULTURE OF WELLBEING



PRACTICAL EXAMPLES FROM YOUR COLLEAGUES

- TAKE TIME TO UNDERSTAND THERE PROBLEMS AND SEE WHAT CAN BE ACCOMMODATED, THIS WILL ENCOURAGE FURTHER IMPROVEMENTS/ CONTRIBUTIONS.
- UNDERSTAND ISSUES THAT ARE CAUSING MY TEAM STRESS. AND ALLOW THEM TO COMMUNICATE FULLY. EVEN IF AT TIMES IT FEELS LIKE THEY ARE RANTING
- BE MORE UNDERSTANDING WHEN REVIEWING TASKS AND PUTTING DEADLINES TO ACTIVITIES
- I WILL ACTIVELY AND EMPATHETICALLY LISTEN TO THE TEAM
- SEEK TO BETTER UNDERSTAND HOW TO COMMUNICATE AREAS THAT NEED IMPROVEMENT WITHOUT MAKING TEAM MEMBERS FEEL UNAPPRECIATED FOR THE SEVERAL AREAS THEY GOT RIGHT
- I WILL TRY TO BE AVAILABLE FOR MY TEAM AS AND WHEN THEY NEED TO DISCUSS ANYTHING SENSITIVE/PERSONAL AND DEMONSTRATE EMPATHY, UNDERSTANDING AND A WILLINGNESS TO HELP THEM SOLVE THE ISSUE
- LISTENING THEM, TRYING TO FULLY UNDERSTAND IN THEIR PERSONAL SITUATIONS TO HELP THEM MANAGE THE PERSONAL SITUATIONS TO HELP THEM AND KEEP THEIR WORK ON HIGHEST LEVEL
- LESS TALKING AND MORE LISTENING—LEAD WITH MY EARS AND NOT ALWAYS MY VOICE

WHAT ARE THE WAYS IN WHICH YOU CAN SHOW EMPATHY TOWARDS YOUR TEAM?

PROVIDING EMOTIONAL SUPPORT

PROVIDING EMOTIONAL SUPPORT DOESN'T MEAN ACTING AS A COUNSELLOR OR THERAPIST, BUT SHOWING YOU HAVE AN INTEREST IN MAINTAINING GOOD RELATIONSHIPS AND A PRODUCTIVE WORKPLACE, SO THERE ARE MANY PRACTICAL WAYS YOU CAN SUPPORT YOUR PEOPLE.

**RECOGNISE DIFFERENCES BETWEEN INDIVIDUALS IN AND APPRECIATE THEM
EMBRACE THE TRAITS THAT THE INDIVIDUALS HAVE E.G. APPROACH AN INTROVERT DIFFERENTLY TO AN EXTROVERT TO GAIN THE BEST RESPONSE FROM THEM.**

LISTEN: CREATE OPPORTUNITIES FOR THEM TO TELL YOU THEIR OPINIONS AND FEELINGS WITHOUT JUDGING OR INTERRUPTING THEM.

ASK QUESTIONS TO BETTER UNDERSTAND THE INDIVIDUAL IN FRONT OF YOU E.G. “DO YOU PREFER STRUCTURE OR FLEXIBILITY”?

INFORM YOURSELF ABOUT MENTAL ILL HEALTH SUCH AS DEPRESSION AND ANXIETY IN ORDER TO PRE-EMPT ANY MISUNDERSTANDINGS SHOULD COLLEAGUES APPROACH YOU ABOUT THIS

PROMOTE AND EXEMPLIFY: ROLE MODEL GOOD PRACTICE IN PERSONAL RESILIENCE INCLUDING WORK/LIFE BALANCE

USE A BUDDY SYSTEM TO SUPPORT YOUNGER, LESS EXPERIENCED EMPLOYEES WHO MAY BE LESS ABLE TO COPE WITH EMOTIONAL DEMANDS. PAIR THEM UP WITH AN EXPERIENCED ‘BUDDY’ WITHIN THE COMPANY; SOMEONE THEY CAN TURN TO DURING THE EARLY STAGE OF THEIR CAREER AND ASK FOR ADVICE WHEN NEEDED

ESTABLISH REGULAR MEETINGS WHERE EMPLOYEES CAN SHARE AND ‘OFFLOAD’ THEIR EMOTIONAL ISSUES AND SUPPORT EACH OTHER. PEER SUPPORT IS A GREAT MECHANISM TO ALLEVIATE EMOTIONAL STRESS

ENCOURAGE AN OPEN, HONEST DISCUSSION ABOUT MENTAL HEALTH, WELLBEING AND STRESS THAT ACKNOWLEDGES THAT IT IS NOT A WEAKNESS BUT COMMON HUMAN TRAIT

ACKNOWLEDGE THAT EACH EMPLOYEE HAS DIFFERENT LEVELS OF RESILIENCE/DIFFERENT BRIDGE... AND THAT...

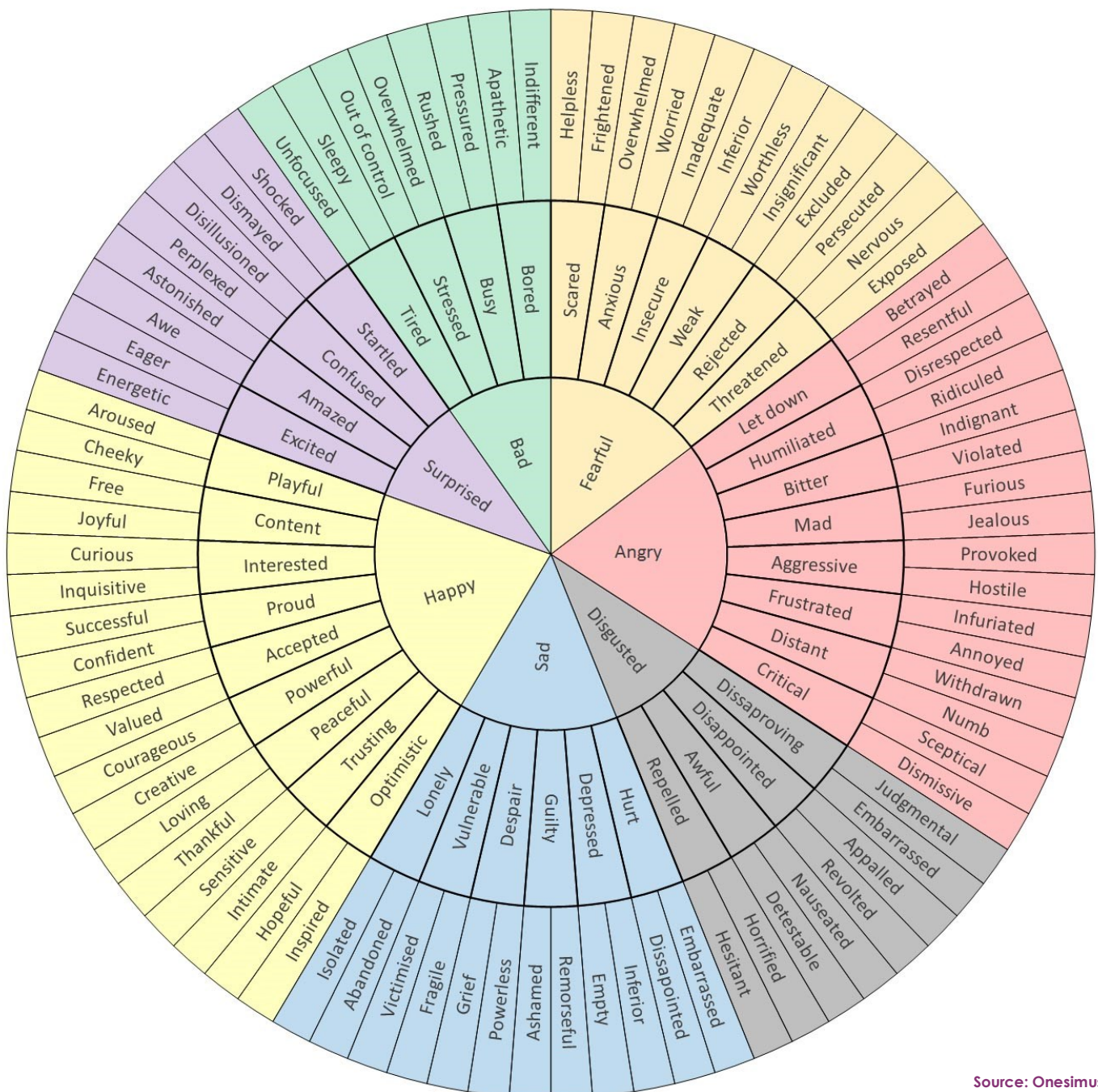
WE’RE NOT ROBOTS - IT’S OK, NOT TO BE OK!

THE FEELINGS WHEEL

All of us can probably become more precise in identifying what we feel. There is no one way to “map” emotions and how they relate to each other, but the Feelings Wheel, developed by Dr. Gloria Willcox, illustrates the wealth of emotions available to us.

As you can see, the middle wheel contains more specific versions of the feelings in the central wheel. The outer wheel contains common responses to those feelings. So for instance when you're excited you might be more daring, and when you feel hurt you might become more distant.

As Managers; how could we use this? As a guide to identify our own emotions? Identify someone else's or help them to determine how they are feeling?



Source: Onesimusix

SYMPATHY: feelings of pity and sorrow for someone else's misfortune.

EMPATHY: the ability to understand and share the feelings of another.

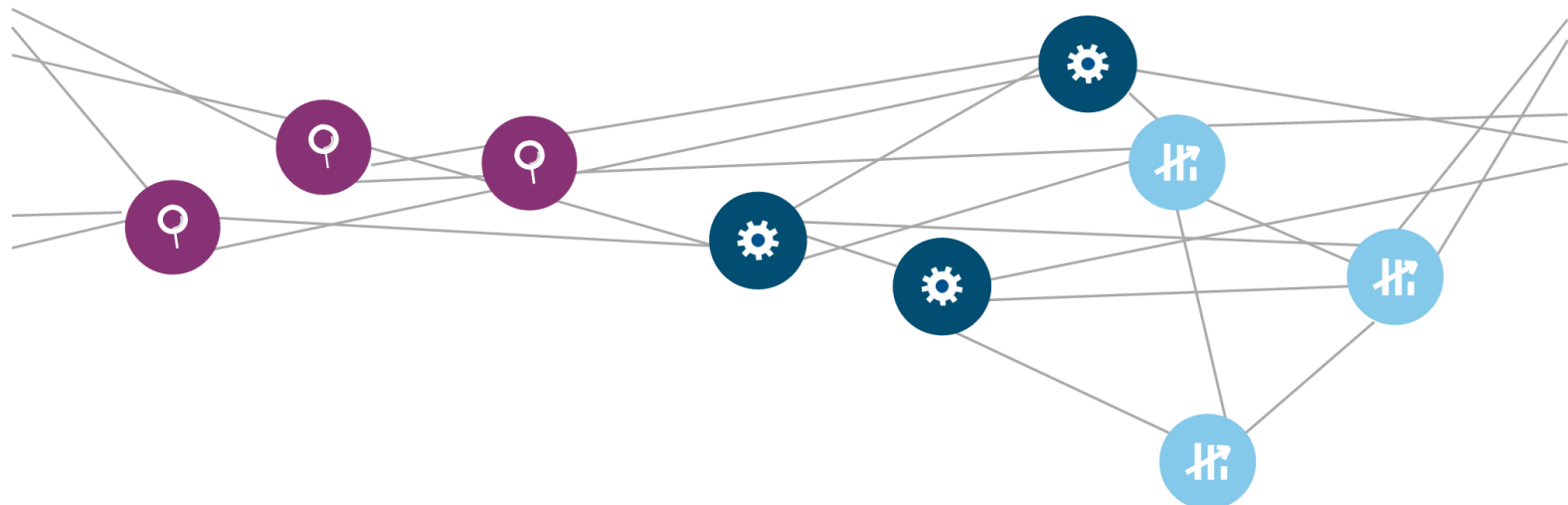
HOW MANY TIMES HAVE YOU BEEN AMAZED AT HOW COMMUNICATION CAN GO BADLY WRONG?

HOW EASY IT IS FOR THE SLIGHTEST GESTURE OR TONE OF VOICE TO BE TAKEN THE WRONG WAY?

WHEN ENGAGING WITH YOUR TEAM, CONSIDER PROFESSOR ALBERT MEHRABIAN'S COMMUNICATION MODEL, WHICH STATES THE FOLLOWING PERCENTAGES WHEN COMMUNICATING FEELINGS OR ATTITUDES:

- **BODY LANGUAGE /FACIAL EXPRESSION ACCOUNTS FOR 55% OF MEANING**
- **TONE OF VOICE ACCOUNTS FOR 38%**
- **WORDS ACCOUNT FOR JUST 7%**

AS YOU WILL KNOW IT IS IMPORTANT TO PUT YOURSELF 'IN OTHER PEOPLE'S SHOES' AND PROVIDE EMOTIONAL SUPPORT. UNDERSTANDING SOMEONE'S BODY LANGUAGE IS VITAL WHEN COMMUNICATING AND EMPATHISING WITH THEIR CURRENT STATE.



BUILDING RAPPORT: MIRRORING & MATCHING

- **WHAT ACTION MAKES THE DIFFERENCE IN FEELING COMFORTABLE AND ACKNOWLEDGED BY SOMEONE, EVEN IF THEY ARE DISAGREEING WITH WHAT YOU SAY?**
- **HOW IS IT THAT SOME PEOPLE YOU MEET YOU INSTANTLY LIKE - WHILE OTHERS YOU CAN'T GET AWAY FROM FAST ENOUGH?**
- **WHY CAN YOU TALK TO SOME PEOPLE FOR HOURS AND IT SEEMS LIKE MINUTES?**

THE ANSWER TO ALL OF THESE QUESTIONS IS RAPPORT - THE MOST IMPORTANT PROCESS IN ANY COMMUNICATION.

RAPPORT IS THE ABILITY TO ENTER SOMEONE ELSE'S WORLD, TO MAKE THEM FEEL THAT YOU UNDERSTAND THEM, THAT YOU HAVE A STRONG COMMON BOND. RAPPORT IS THE ABILITY TO SEE EACH OTHER'S POINT OF VIEW (NOT NECESSARILY TO AGREE WITH IT), TO BE ON THE SAME WAVELENGTH AND TO APPRECIATE EACH OTHER'S FEELINGS.

MIRRORING & MATCHING

AN EFFECTIVE TECHNIQUE IN ESTABLISHING RAPPORT QUICKLY IS TO MIRROR AND MATCH ELEMENTS OF A PERSON'S BEHAVIOUR DURING COMMUNICATION, SUCH AS BODY LANGUAGE AND TONE.

PAYING ATTENTION TO JUST THESE TWO ELEMENTS CAN MAKE YOU MOST LIKE THE OTHER PERSON WITHOUT THEIR BEING AWARE THAT THIS IS OCCURRING – THAT'S THE KEY TO BUILDING EMPATHY.

MIRRORING

REFERS TO THE SIMULTANEOUS 'COPYING' OF THE BEHAVIOUR OF ANOTHER PERSON, AS IF REFLECTING THEIR MOVEMENTS BACK TO THEM.

WHEN DONE WITH SKILL AND DISCRETION, MIRRORING CREATES A POSITIVE FEELING AND RESPONSIVENESS IN YOU AND OTHERS.

MATCHING

REFERS TO YOUR RESPONSE OVER A LONGER PERIOD OF TIME; IF THE PERSON UNCROSSES THEIR LEGS AND LEANS TO ONE SIDE WHILE SPEAKING, YOU SHOULD WAIT FOR A FEW SECONDS AND THEN DISCRETELY ADOPT THE SAME POSTURE.

TYPICAL WORK-RELATED MENTAL HEALTH SCENARIOS

CHOOSE ONE OF THE SCENARIOS AND UTILISE THE MIRROR/MATCHING TECHNIQUE. THINK ABOUT MEHRABIAN'S THREE ELEMENTS OF COMMUNICATION: BODY LANGUAGE, TONE AND WORDS.

ACT LIKE A MIRROR - REFLECT BACK WHAT YOU THINK THE SPEAKER IS SAYING AND FEELING:

PERSON 1: "I JUST FEEL REALLY ANNOYED THAT WHATEVER I SAY, PEOPLE NEVER TAKE NOTICE"

PERSON 2: "SO YOU FEEL LIKE YOU'RE NOT BEING LISTENED TO..."

SUGGESTION: COULD THE FEELINGS WHEEL HELP YOU HERE?

SCENARIO 1: JACK (NEW STARTER)

JACK IS A NEW STARTER TO THE COMPANY AND ONLY JOINED 2 MONTHS AGO, HE IS STILL IN HIS PROBATIONARY PERIOD. YOU NOTICE THAT JACK HAS HAD A LOT OF DAYS OFF IN THIS TIME AND IS ISOLATING HIMSELF FROM THE REST OF HIS COLLEAGUES AND DECLINING SOCIAL EVENTS. HE TENDS TO GET EXTREMELY ANXIOUS WHEN SPEAKING TO COLLEAGUES.

HOW WOULD YOU BEST APPROACH JACK?

SCENARIO 2 : JULIA (REMOTE WORKER)

JULIA IS A SALES MANAGER WHO WORKS FROM HOME AND RARELY GOES INTO THE OFFICE. SHE MANAGES A SMALL TEAM OF 4 OTHER EMPLOYEES REMOTELY. JULIA HAS WORKED AT THE COMPANY FOR 20 YEARS. IT HAS BEEN BROUGHT TO YOUR ATTENTION THAT RECENTLY JULIA HAS NOT BEEN REPLYING TO HER EMAILS AS FREQUENTLY OR GETTING INVOLVED IN THE MONTHLY SOCIAL EVENTS AS SHE USUALLY DOES. JULIA HAS ALSO BEEN MISSING DEADLINES AND NOT KEEPING IN TOUCH WITH HER DIRECT REPORTS AS MUCH.

HOW WOULD YOU BEST APPROACH JULIA?

SCENARIO 3: TOM (PROLONGED SICKNESS/RETURN TO WORK)

TOM HAS WORKED IN THE FINANCE DEPARTMENT FOR 1 YEAR. HOWEVER, HE RECENTLY HAS BEEN SIGNED OFF WORK WITH DEPRESSION. THIS IS HIS FIRST WEEK BACK IN THE OFFICE AFTER 2 WEEKS. TOM IS SETTling BACK IN BUT HE IS STILL NOT 100% HIMSELF.

HOW WOULD YOU BEST APPROACH TOM?

PACING AND LEADING

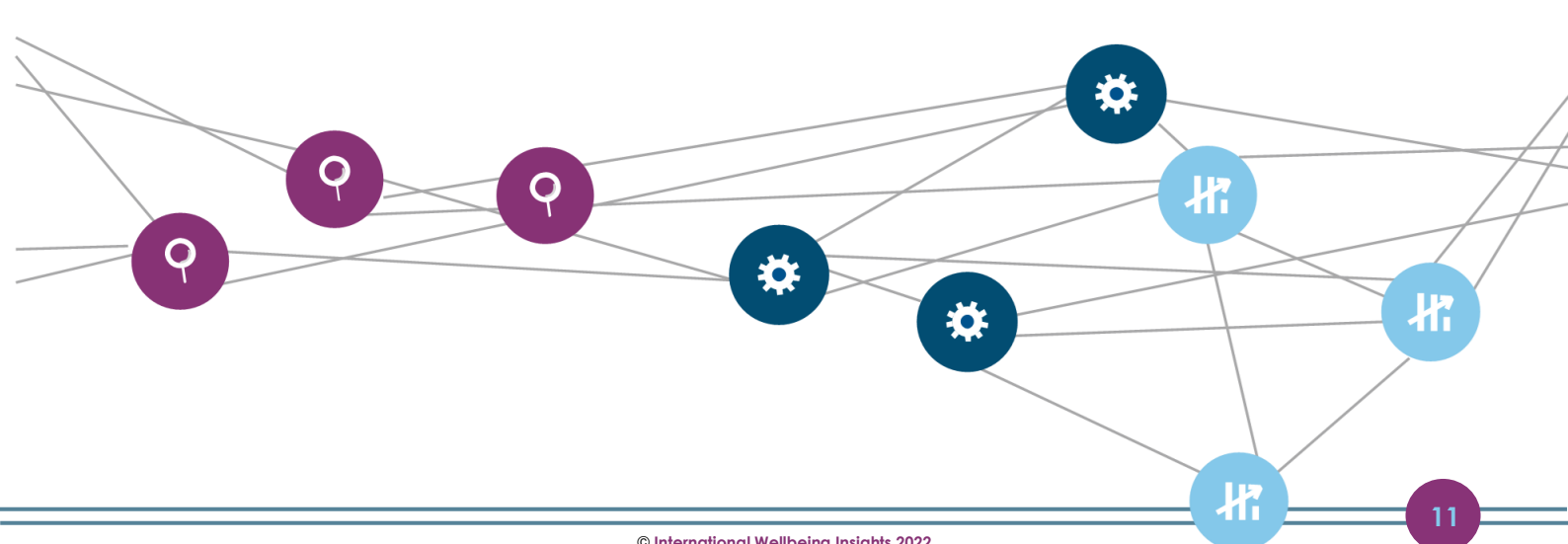
IT HAS BEEN SUGGESTED THAT THE WORST THING ONE CAN SAY TO SOMEBODY WHO IS UPSET OR IN AN AGITATED STATE IS “CALM DOWN” - THIS CAN BE LIKE A RED RAG TO A BULL!

PACING AND LEADING IS A TECHNIQUE THAT MATCHES SOMEONE'S BEHAVIOUR EXACTLY, FOLLOWING THEIR SPEECH PATTERNS AND BODY LANGUAGE. WHEN IT CHANGES, MATCHING THEIR SEQUENCE OF EVENTS. HAVING ESTABLISHED RAPPORT BY PACING, YOU CAN LEAD THEM THE WAY YOU WANT TO.

FOR EXAMPLE, IF A STAFF MEMBER APPROACHES YOU WITH A PANICKED VOICE AND MOVEMENTS, MATCH IT WITH THE SAME ENERGY AND EMOTION. ONCE THEY'RE AWARE OF THIS, SLOWLY CALM YOUR TONE AND ACTIONS. THIS SHOULD LEAD THEM TO A CALMER BEHAVIOUR.

CHOOSE ONE OF THE SCENARIOS ON THE NEXT PAGE AND UTILISE THE PACING & LEADING TECHNIQUE—AGAIN, BE MINDFUL ABOUT MEHRABIAN'S THREE ELEMENTS OF COMMUNICATION:

- **BODY LANGUAGE**
- **TONE OF VOICE**
- **WORDS**



TYPICAL WORK-RELATED MENTAL HEALTH SCENARIOS

DECIDE WHO IS **PERSON A** AND WHO IS **PERSON B**

A: USING ONE THE SCENARIOS LEAD THE CONVERSATION, CHOOSE A PARTICULAR EXAGGERATED EMOTION

B: SUBTLY MATCH A'S TONE OF VOICE AND BODY LANGUAGE

NOTICE THE QUALITY OF COMMUNICATION: IS THE FLOW OF INFORMATION SMOOTH OR DIFFICULT? IS THERE A FEELING OF RAPPORT OR NOT?

B: AFTER A FEW MINUTES OF SMOOTH, FLOWING CONVERSATION, ALTER YOUR VOICE TO BE VERY DIFFERENT FROM OTHER PERSON'S IN TONE AND TEMPO. NOTICE WHAT IMPACT THIS CHANGE HAS ON THE QUALITY OF THE COMMUNICATION. B: CHANGE BACK TO MATCHING THE OTHER PERSON'S VOICE QUALITY AND NOTICE HOW YOU ARE ABLE TO REGAIN THE RAPPORT THAT ENABLES A SMOOTH FLOW OF CONVERSATION.

SCENARIO 4: DAISY (CHANGE IN BEHAVIOUR)

DAISY IS AN OFFICE ASSISTANT WHO HAS BEEN WORKING AT THE COMPANY FOR 3 YEARS. OVER THE PAST 2 WEEKS DAISY HAS BEEN VERY QUIET IN THE OFFICE AND HAS NOT BEEN TAKING PART IN SOCIAL ACTIVITIES INSIDE OR OUTSIDE OF WORK WITH HER COLLEAGUES. THIS IS UNLIKE DAISY AS USUALLY SHE HAS AN OUTGOING PERSONALITY AND LIKES TO GET INVOLVED. DAISY'S COLLEAGUES HAVE APPROACHED HER TO SEE IF THERE WAS ANYTHING WRONG AND SHE SAID NO. HOWEVER, SHE HAS STILL NOT BEEN ACTING LIKE HERSELF.

HOW WOULD YOU BEST APPROACH DAISY?

SCENARIO 5: PETER (STIGMA)

PETER HAS JUST BEEN PROMOTED FROM THE ROLE OF HR ADMINISTRATOR TO HR ADVISOR AND HAS NOW BEEN GIVEN LINE MANAGER RESPONSIBILITY. HE HAS TAKEN ON A NEW ROLE WITH A HIGHER WORKLOAD AND RESPONSIBILITY. YOU ARE MADE AWARE THAT PETER HAS COMMENTED THAT HE IS FINDING IT DIFFICULT AND IS FEELING INCREASINGLY STRESSED. HOWEVER, PETER IS WORRIED ABOUT BEING HONEST THROUGH FEAR OF BEING DEMOTED AND HAVING OTHERS FEEL THAT HE IS INCOMPETENT TO DO THE ROLE.

HOW WOULD YOU BEST APPROACH PETER?

SCENARIO 6: PAULA (PRESENTEEISM)

PAULA IS A MARKETING EXECUTIVE WHO HAS BEEN WORKING AT THE COMPANY FOR 2 YEARS. YOU HAVE NOTICED RECENTLY THAT PAULA IS ALWAYS THE FIRST PERSON IN THE OFFICE AND IS STILL WORKING WHEN EVERYONE HAS LEFT FOR THE EVENING. SHE HAS BEEN LOGGING INTO HER EMAILS FROM HOME AND HAS MENTIONED THAT SHE IS FINDING IT DIFFICULT TO SWITCH OFF FROM WORK. PAULA IS NO LONGER GOING TO THE GYM BEFORE WORK AND PARTICIPATING IN HER USUAL HOBBIES AS SHE NORMALLY DOES AND RARELY TAKES HER LUNCH BREAKS.

HOW WOULD YOU BEST APPROACH PAULA?

THE WELLBEING PASSPORT

NAME		BEST CONTACT NUMBER	
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EMERGENCY CONTACT DETAILS

PRE-EXISTING MEDICAL CONDITIONS (OPTIONAL)

Please state any medical details/conditions which you would like us to be aware of (e.g. depression, anxiety). Any information you provide is voluntary, you are not required to disclose anything that you don't want to.

Please keep this section private

1. WHAT PEOPLE LIKE AND ADMIRE ABOUT ME	2. FACTS ABOUT ME
3. WHAT IS IMPORTANT TO ME	4. SIGNS & SYMPTOMS
E.g. Values & Standards	E.g. What to look out for if I need help, the things I won't say

5. WHAT I NEED FROM YOU: HOW TO BEST SUPPORT ME AT WORK

E.g. What I need from you to perform at my best. How best to approach me

MENTAL WELLNESS/HEALTH PAGE

- Please visit your intranet for more information on burnout prevention and stress management: <https://portal.simon-kucher.com/sites/hr/Pages/BurnoutPreventionStressManagement.aspx>
- Here you will also find information on:
 - Training and learning resources
 - Local support by country
 - Internal support by country
 - General health resources
 - Ombudspeople

WORLD HEALTH ORGANIZATION (WHO)

- WHO work to improve the mental health of individuals and society at large
- Find further information here regarding mental wellbeing and mental disorders
- https://www.who.int/mental_health/en/

Take personal
responsibility to get the
individual support you need

MY 30 DAY ENGAGEMENT ACTION PLAN

EMPATHISE WITH MY TEAM

What I am going to do...

How I am going to do it...

How I will know if it's been successful...

PROVIDE EMOTIONAL SUPPORT

What I am going to do...

How I am going to do it...

How I will know if it's been successful...

BE AWARE OF THE WELLBEING OF MY TEAM

What I am going to do...

How I am going to do it...

How I will know if it's been successful...

BUDDY SYSTEM SUPPORT

To implement positive behavioural change, we must form new habits - it takes at least 28 days to form a new habit. We must decide our actions, carry them out, support and be accountable to ourselves and each other.

Who will you make yourself accountable to over the next 30 days?

How will you stay in touch? How many times over the next 30 days?

NOTES

A large rectangular area defined by a dashed purple border, intended for taking notes.



International
Wellbeing Insights
People, Culture & Wellbeing

We provide a range of services across the UK and internationally. We are always happy to discuss how we can support you.

We look forward to supporting your wellbeing journey.

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We have supported many organisations, including:

