



International
Wellbeing Insights
People, Culture & Wellbeing



Stress Management Society
from distress to de-stress

Managers' Managing Wellbeing

Empowering and Encouraging Your Team

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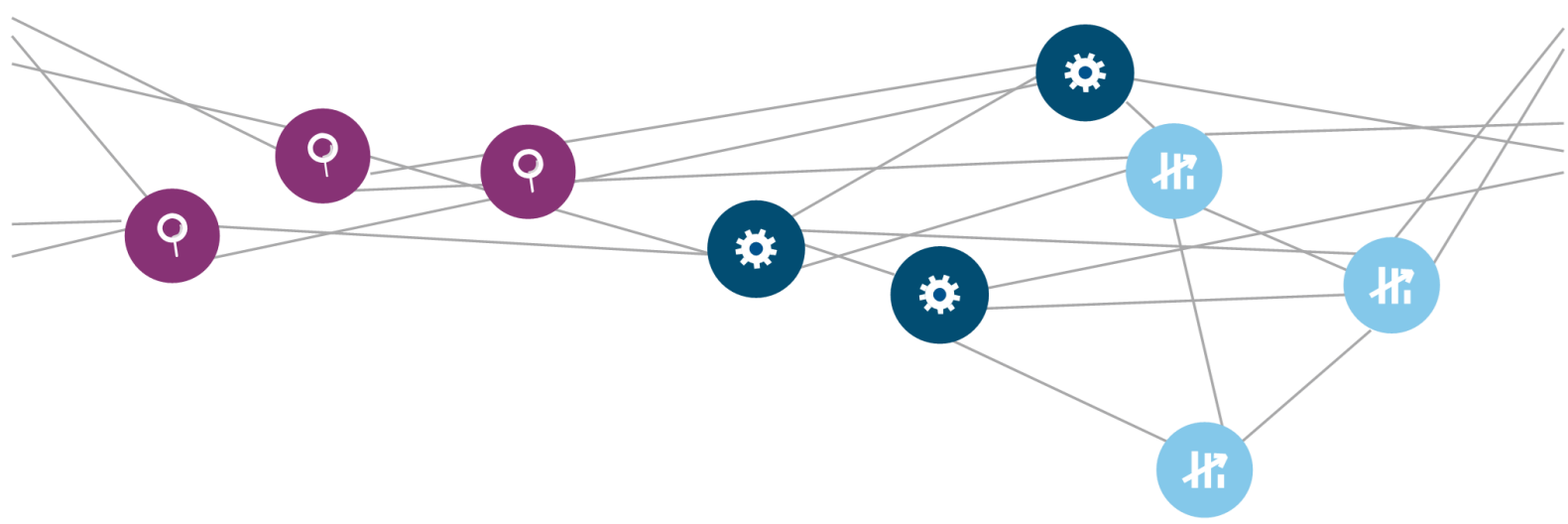
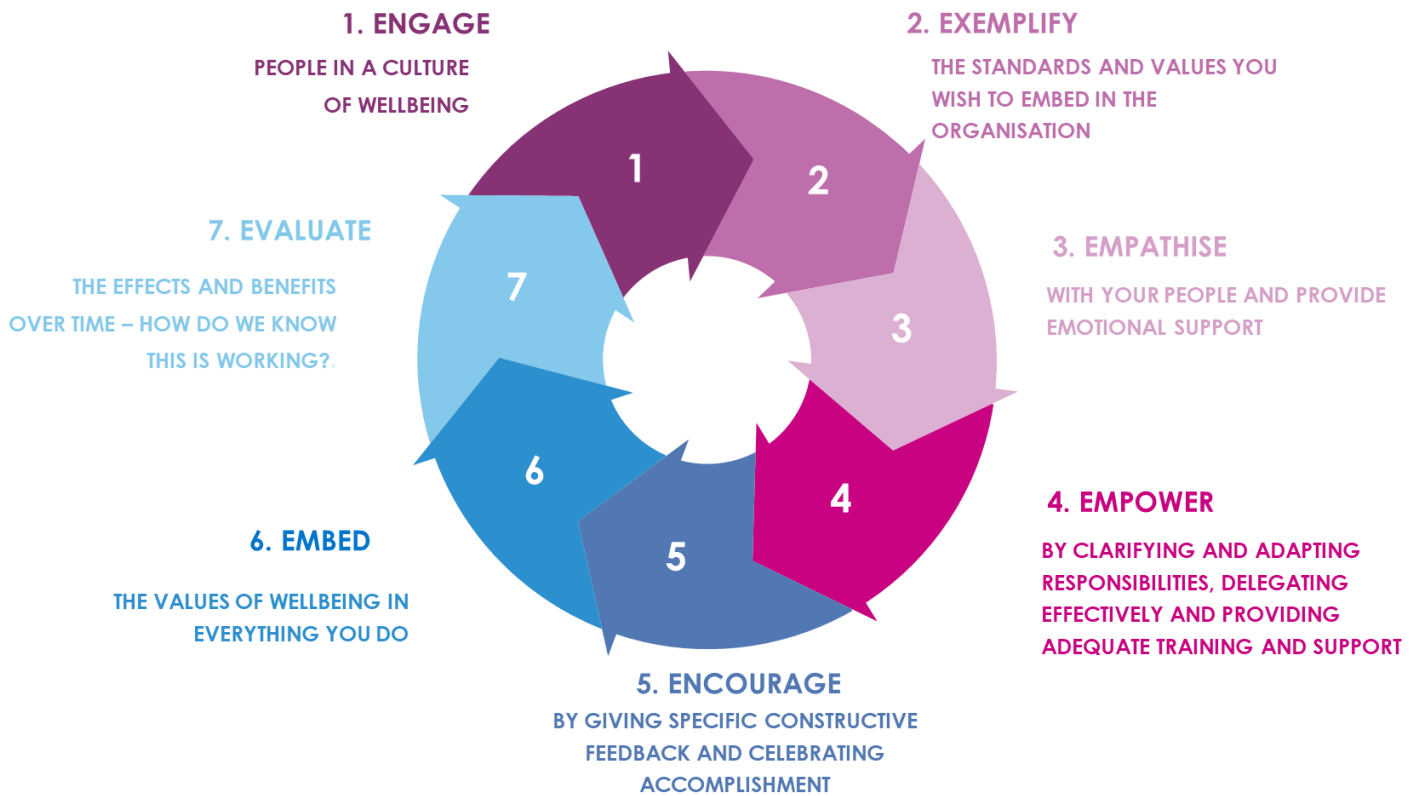
NHS
North of England
Commissioning Support Unit



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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

EMPOWER

Empower your staff by providing the necessary knowledge and skills to enable staff to solve their problems themselves. Empowering staff can also mean decentralizing management by devolving power to lower management and giving more authority and decision-making power to staff.

OPPORTUNITY

LICENCE TO DO

SKILLING UP

CONFIDENCE

EXAMPLES

- ANNUAL APPRAISAL (ALSO A PART OF ENGAGEMENT)
- RESPONSIBILITY FOR PROBLEM SOLVING AND PROCESS DEVELOPMENT
- RECORDING OR DOCUMENTING THE 'HOW TO...'
- EXTERNAL STAFF TRAINING GIVES STAFF TIME OUT OF WORK TO ATTEND RELEVANT TRAINING THAT WILL HELP THEM WORK MORE EFFECTIVELY AND EFFICIENTLY
- INTERNAL STAFF TRAINING GIVES STAFF TIME OUT OF WORK TO UNDERSTAND THE ORGANISATION'S PROCESSES AND TO REDUCE A MANAGER'S INVOLVEMENT IN THEIR STAFF'S DUTIES

WHAT TOOLS DO YOU NEED TO GIVE YOUR TEAM MEMBERS TO BE LESS RELIANT ON YOU AS A MANAGER AND EMPOWER THEM INSTEAD?

MONKEY MANAGEMENT

In 1974, William Oncken, Jr. and Donald L. Wass published an article in Harvard Business Review that referred to unsolved problems as ‘monkeys’ and the problem of managers unwittingly reducing their effectiveness by taking ownership of monkeys that rightfully need to stay with the employee.

MONKEY MANAGEMENT HAS 5 STAGES:

1 DON'T BREED MONKEYS

WHEN AN EMPLOYEE PRESENTS YOU WITH A PROBLEM, CLARIFY WHAT YOUR EMPLOYEE EXPECTS. IN A HIGHLY FUNCTIONAL MANAGER/EMPLOYEE RELATIONSHIP, THE EMPLOYEE MAY JUST WANT TO BE HEARD AND FEEL UNDERSTOOD. AFTER SOME EMPATHETIC LISTENING, SIMPLY ASKING THE EMPLOYEE **“WHAT DO YOU NEED FROM ME?”** CAN OFTEN RESULT IN **“NOTHING, I JUST NEEDED SOMEONE TO TALK TO. THANKS FOR LISTENING.”**

2 IDENTIFY THE MONKEY

IF SOMEONE COMES TO YOU WITH A SOLUTION, MAKE SURE YOU KNOW WHAT THE PROBLEM IS. IF THE DISCUSSION BEGINS WITH A SOLUTION, ASK **“WHAT PROBLEM ARE WE TRYING TO SOLVE?”**

3 FEED OR SHOOT THE MONKEY

DECIDE IF THE PROBLEM SHOULD BE SOLVED OR DISMISSED. TOGETHER THE MANAGER AND THE EMPLOYEE DECIDE TO WORK ON A SOLUTION OR DECIDE NOT ADDRESS IT AT ALL. CLEARLY STATING **“I AGREE THAT IS AN ISSUE, BUT BECAUSE OF (.....), IT IS NOT A PRIORITY AT THIS TIME,”** IS BETTER THAN AN AMBIGUOUS ACKNOWLEDGEMENT.

4 DON'T TAKE THE MONKEY

CLEARLY COMMUNICATE THAT THE PROBLEM AND ITS SOLUTION BELONG WITH THE EMPLOYEE. A GOOD STARTING POSITION IS **“I COULD TAKE THIS PROBLEM, BUT IT WOULD BE BETTER FOR YOU TO HANDLE THIS. LET'S LOOK AT HOW.”**

5 SCHEDULE THE NEXT MONKEY FEEDING TIME

SCHEDULE THE MANAGEMENT OF THE PROBLEM. **SET ASIDE A SPECIFIC TIME TO ADDRESS THE PROBLEM, ITS SOLUTION, AND PROGRESS UNTIL COMPLETION** – **“TUESDAY AT 2:00PM”** IS A GOOD APPROACH. **“LET'S TALK LATER,”** IS NOT GOOD. AS LONG AS THE PROBLEM REMAINS UNSOLVED, END EACH SCHEDULED DISCUSSION WITH A CLEAR AND SCHEDULED NEXT STEP.

(Source: Life Cycle Institute)

MONKEY MANAGEMENT

WHAT FACTORS ARE CRITICAL FOR ITS SUCCESS?

- Recognition that a problem is being delegated upward
- An understanding by the manager that his or her job is to get problems solved, not solve problems
- Employees who are both willing and able to solve problems

BENEFITS OF PROPER MONKEY MANAGEMENT INCLUDE:

- Effective use of a manager's time
- Increased employee problem-solving skills
- Increased organisational problem-solving capacity
- Greater employee job satisfaction

(SOURCE: LIFE CYCLE INSTITUTE)

OPENABLE DOOR POLICY

Open door and closed door policies both have their benefits, however, making yourself available 24/7 can be detrimental to completing your own duties, and completely removing staff's ability to approach you can lead to errors and a breakdown of interpersonal relationships. An openable door means being

approachable on your own terms, such as setting specific times in the week that staff can book time in with you to discuss any challenges they are having.



HOW CAN YOU USE MONKEY MANAGEMENT TO MINIMISE MICRO-MANAGEMENT AND EMPOWER YOUR PEOPLE?

Source: Onesimusix

MONKEY MANAGEMENT EXERCISE

ROLE PLAY EXERCISE

GROUPS OF TWO (OR THREE) TO TAKE TURNS:

A: TEAM LEADER - HAS A HABIT OF TAKING MONKEYS...BUT NOT THIS TIME!

B: TEAM MEMBER - NEEDY AND LIKES TO PASS MONKEYS TO THEIR MANAGER

(IF NEEDED - C WILL OBSERVE AND PROVIDE FEEDBACK)

B: THINK OF A CHALLENGE THAT YOUR TEAM MEMBERS PRESENT YOU WITH ON A REGULAR BASIS, APPROACH YOUR MANAGER AND TRY TO PASS YOUR MONKEY

A: EMPOWER YOUR TEAM MEMBER BY USING MONKEY MANAGEMENT

Notes on exercise:



GROWTH MINDSET

FIXED MINDSET:

You believe intelligence is fixed & static - so if you're not good at something, you might believe you'll never be good at it

GROWTH MINDSET:

You believe your intelligence and talents can be developed over time through effort and learning

BENEFITS OF A GROWTH MINDSET

- EMBRACING LIFELONG LEARNING
- BELIEVING INTELLIGENCE CAN BE IMPROVED
- PUTTING IN MORE EFFORT TO LEARN
- BELIEVING EFFORT LEADS TO MASTERY
- BELIEVING FAILURES ARE JUST TEMPORARY SETBACKS
- VIEWING FEEDBACK AS A SOURCE OF INFORMATION
- WILLINGLY EMBRACING CHALLENGES
- VIEWING OTHERS' SUCCESS AS A SOURCE OF INSPIRATION
- VIEWING FEEDBACK AS AN OPPORTUNITY TO LEARN

HOW CAN WE DEVELOP A GROWTH MINDSET?

- VIEW CHALLENGES AS OPPORTUNITIES
- LEARN FROM FAILURE
- ASK FOR FEEDBACK
- EMBRACE LIFELONG LEARNING
- CULTIVATE A SENSE OF PURPOSE

HOW DO YOU USE GROWTH MINDSET YOURSELF?

HOW CAN YOU HELP YOUR TEAM TO DEVELOP A GROWTH MINDSET?

THE 7 Es FRAMEWORK TO CREATE A CULTURE OF WELLBEING

ENCOURAGE

Encouraging individuals means more than just praising them when they do well. It's about knowing how to interact with staff on both an individual and a team level to help them create a happy and efficient environment for themselves.

APPROPRIATE & SPECIFIC PRAISE

RECOGNITION

GRATITUDE

MOTIVATION & INCENTIVE

Examples

- A simple “well done” when a staff member has done something well (quite often forgotten during times of pressure)
- Ask staff to individually rank a list of things that motivate them from most to least important e.g. challenging work, money, opportunity for advancement etc. Understanding what motivates individuals gives you the ability to encourage them in a way that suits them best.
- Reward both effort and success. Some employees will come up with great ideas that may not have worked out. Lack of success doesn't mean any less effort was put into the idea.
- Always do your best to keep the team equal in their voices e.g. actively involving quieter staff members in meetings and conversations, allowing them to see that their view counts.
- Pointing out the positives to staff if they don't do as well as expected. Don't dwell on what went wrong, speak to them about what they can learn from the situation so prevent it from happening again
- Team incentives if they hit/exceed targets such as an expenses paid meal or trip.
- Employee of the month/quarter awards: an anonymous team vote avoids any accusations of favouritism
- Financial rewards (directly involving monetary rewards) or non-financial rewards (still may cost the company money, but are targeted at providing psychological benefits).

WILMOTT DIXON

Loyalty is rewarded with a learning fund of £750 per head so workers can try something new, such as learning a language or taking singing lessons. These initiatives contribute to the firm winning the Sunday Times special award for Discovering Potential 75% of their people value the opportunities to learn and grow

HOW CAN YOU MORE REGULARLY REWARD AND RECOGNISE YOUR TEAM?

THE 7 Es FRAMEWORK TO CREATE A CULTURE OF WELLBEING

EMBED

Instilling wellbeing values in everything you do. Create policies and infrastructures to make sustainable change possible.

HAVING A PLAN

CARRYING IT OUT EVERYDAY

ENCOURAGING OTHERS

MAKE IT THE CULTURE

- WHAT ARE YOU GOING TO TAKEAWAY FROM THIS?
- WHAT ARE THE QUICK WINS?
- WHAT ARE THE LONGER TERM GOALS?

EXAMPLES

- Create a wellbeing policy and make sure it is implemented
- Don't let standards and policies slip over time and have a periodical review of the policy to remind yourself and other staff about what is expected of them to keep wellbeing standards high.

WHICH SKILLS, ACTIONS & PRACTICES ARE YOU GOING TO USE BOTH FOR YOURSELF AND FOR YOUR TEAMS?

- FROM INTERNATIONAL WELLBEING INSIGHTS?
- FROM ANY OF THE GOOD PRACTICE YOU HAVE WITNESSED?
- FROM ANYTHING THAT YOU USED TO DO (BUT STOPPED DOING) THAT WORKED?

HOW CAN YOU (AND YOUR TEAM) EMBED THESE ACTIONS IN TO PRACTICE?

THE 7 Es FRAMEWORK TO CREATE A CULTURE OF WELLBEING

EVALUATE

Assessing the effects and benefits of the framework over time.

3 SOURCES OF DATA

1. ANECDOTAL: NEGATIVE CHANGES IN THE INDIVIDUAL

Your perceptions are important. This includes seeing or hearing negative changes and whether those changes persist over time.

- Personal Observation
- Instinct & Intuition
- Thoughts & Feelings
- Memories & Reflection

2. QUANTITATIVE: NUMERICAL INFORMATION RELATED TO THE IMPACT OF STRESS ON THE TEAM/INDIVIDUAL

Looking at whether there are measurable effects such as changes in efficiency or absence

- Facts, Figures & Numbers
- Percentages, Sizes & Dimensions
- Stats, Trends & Benchmarks
- Frequency

3. QUALITATIVE: NON-NUMERICAL INFORMATION

Others' perceptions are also important so make sure to explore how other people describe their experience. Data like this can come from chance remarks, one-to-ones or perhaps most importantly from FOCUSED team meetings.

- Detail, Theories & Reasons
- Characteristics & Context
- Helps Form Hypotheses
- Meetings, Interviews & Focus Groups

HOW CAN WE EVALUATE PROGRESS IN THE AREAS YOU WISH TO IMPROVE?

HOW DO YOU KNOW YOU HAVE ACHIEVED SUCCESS?



MY ACTION PLAN — 30 DAY CHALLENGE

S.M.A.R.T.O

- SPECIFIC** WELL-DEFINED AND CLEAR
- MEASURABLE** KNOW IF THE GOAL IS OBTAINABLE AND HOW FAR AWAY COMPLETION IS
FIND OUT WHEN YOU HAVE ACHIEVED YOUR GOAL
- ACHIEVABLE** AGREEMENT ON WHAT THE GOAL SHOULD BE AND IF IT IS REALISTIC
- REALISTIC** WITHIN THE AVAILABILITY OF RESOURCES, KNOWLEDGE AND TIME
- TIME-BASED** ENOUGH TIME TO ACHIEVE THE GOAL, NOT TOO MUCH TIME WHICH CAN HINDER PERFORMANCE

...AND MUST HAVE

- OWNERSHIP** WHO IS DOING THIS?

THE 30-DAY CHALLENGE WILL MAXIMISE YOUR CHANCES OF TURNING USEFUL KNOWLEDGE AND TECHNIQUES INTO POSITIVE BEHAVIOURAL CHANGE.

IT TAKES AT LEAST 28 DAYS TO TURN ACTIONS INTO HABITS, WHICH IS WHY THIS IS A MONTH-LONG PROGRAMME

ACTIONS

30 DAYS

BUDDY SYSTEM

FEEDBACK

THE 30 DAY CHALLENGE IS AN OPPORTUNITY FOR YOU TO HAVE ACCOUNTABILITY AND SUPPORT FROM YOUR BUDDY TO PROGRESS AGAINST YOUR 7 Es ACTION PLAN



MY 30 DAY ACTION PLAN

EMPOWER MY TEAM

What I am going to do...

How I am going to do it...

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

ENCOURAGE 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?

SUPPORT RESOURCES

THE EMPLOYEE ASSISTANCE PROGRAMME (EAP)

A 24/7 phone and web service providing confidential support and advice in such areas as family matters, debt advice, counselling, dealing with illness and relationships. Further details of the service can be found on the intranet. You can access the service at www.pamassist.co.uk or on 0800 882 4102. When using the service online you will be asked for your organisational username and password which is;

Username – necs

Password – necs1

THE WELLBEING ACTION PLAN and SIGNPOSTING TOOL can be found on the Health and Wellbeing Page on the Intranet.

MENTAL HEALTH FIRST AIDERS

WOW INTRANET PAGE – Where you will find information and access Individual Risk Assessment

Access to national support, wellbeing support apps and guides can be found here: <https://people.nhs.uk/>

Access to your LOCAL MENTAL HEALTH RESILIENCE HUB – The NHS staff mental health and wellbeing hubs have been set up to provide healthcare colleagues rapid access to local evidence-based mental health services and support where needed. <https://www.england.nhs.uk/supporting-our-nhs-people/support-now/staff-mental-health-and-wellbeing-hubs/>

BETTER HEALTH –Better Health is here with lots of free tools and support <https://www.nhs.uk/better-health/>

SUPPORT RESOURCES

EVERY MIND MATTERS - Expert advice and practical tips to help you look after your mental health and wellbeing <https://www.nhs.uk/oneyou/every-mind-matters/>

LIVE WELL – Advice, tips and tools to help you make the best choice about your health and wellbeing <https://www.nhs.uk/live-well/>

National health and wellbeing support for our NHS people – Health and wellbeing support options available to all NHS staff www.england.nhs.uk/people

National NHS mental health and wellbeing support options – If you're feeling stressed, anxious or depressed, or just want to feel happier, the NHS website can help signpost you to existing support options <https://www.nhs.uk/conditions/stress-anxiety-depression/>

NHS APPS LIBRARY – Find apps and online tools to help you manage your health and wellbeing <https://www.nhs.uk/apps-library/>

WELLBEING WORKSHOPS- NECS has a number of wellbeing sessions which can be booked on <https://learning.necsu.nhs.uk/>

**Take personal responsibility
to get the support you need**



ABOUT INTERNATIONAL WELLBEING INSIGHTS

Stress is a much used (and abused) term these days. You frequently hear people say “I’m stressed” or “I’m depressed”, yet there is still much confusion about what these terms actually mean and how best to tackle them. This is where we can help. We are the UK’s leading authority on stress management issues, which is why you will regularly hear us talking about this topic in the media.

International Wellbeing Insights is dedicated to leading effective universal change by maximising your resilience, happiness, productivity and success with our passionate approach to reducing stress and promoting wellbeing.

Our extensive knowledge of stress and wellbeing and our cutting edge interventions have made us the primary organisation dealing with work-related stress reduction and wellbeing promotion in the UK since 2003.

For years, we’ve been empowering individuals to take charge of their wellbeing through our workshops, guides and regular updates. We also act as a trusted advisor for many companies such as British Airways, Allianz and Shell, guiding them through the mental wellbeing solution maze.

For more information or to book a workshop or a coaching session see www.stress.org.uk, call +44 203 142 8650 or email info@stress.org.uk





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:

