



International
Wellbeing Insights
People, Culture & Wellbeing



Stress Management Society
from distress to de-stress

Managers' Managing Wellbeing

The Three Stages of Engagement

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IS STRESS GOOD OR BAD? THE PERFORMANCE ZONE

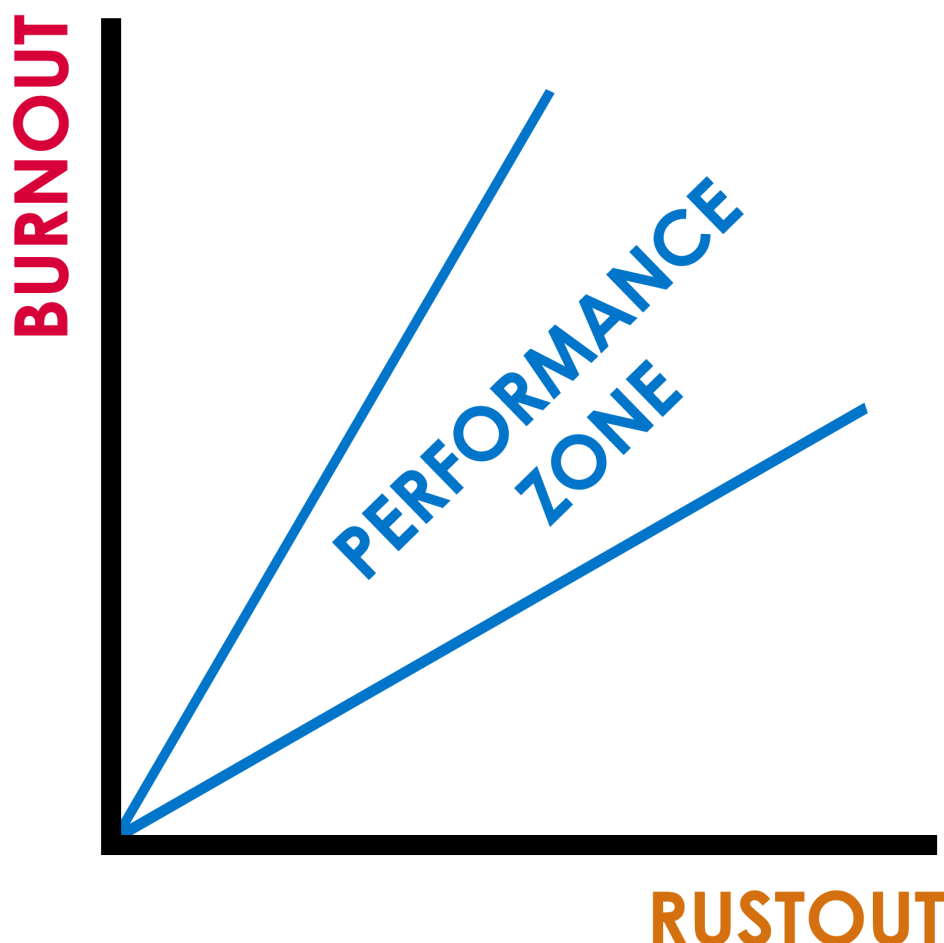
Manageable levels of stress are not a problem, a stress-free environment is not the ultimate goal - we need pressure in our lives in order to perform. The issue is long stages of inactivity causing distress from stagnation or prolonged exposure to high levels without a rest or reset period.

The Performance Zone is the area that drives optimal performance, whether applied to sports, work or even driving. Burnout and Rustout present in different ways but are both as traumatic to experience.

When our stress levels move beyond the Performance Zone and edge towards Burnout we will struggle; problem solving, lateral thinking and creative thinking diminish. We are unable to think clearly and make good decisions, and can become reactive, angry and sometimes even aggressive.

Below the Performance Zone is Rustout where we may find ourselves unable to motivate ourselves; energy and enthusiasm will be low and we will be bored sluggish and lethargic.

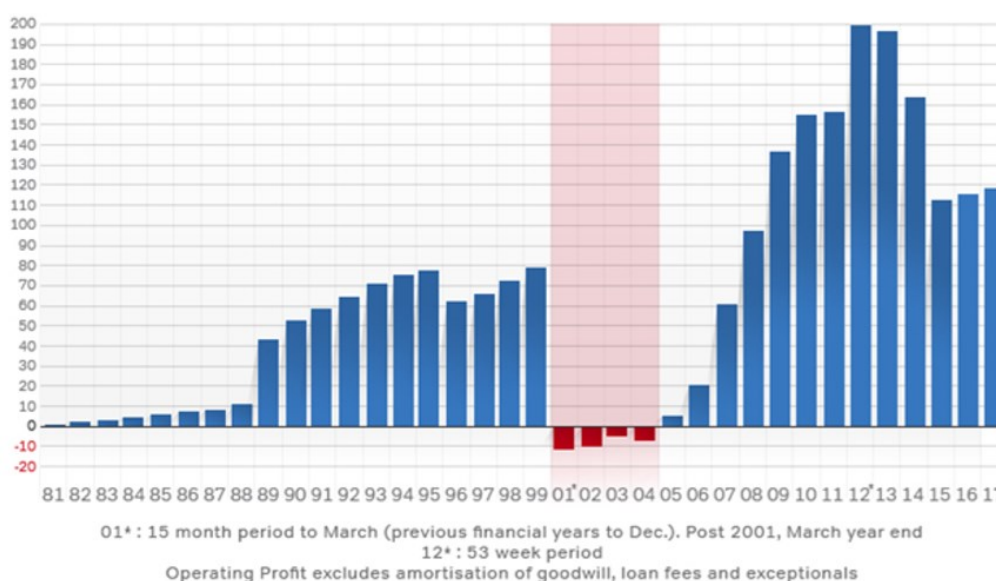
Make yourself familiar with the signs when your stress levels move above or below the Performance Zone so that you can reign them back in or raise them up accordingly.



ICELAND: CREATING A CULTURE OF WELLBEING

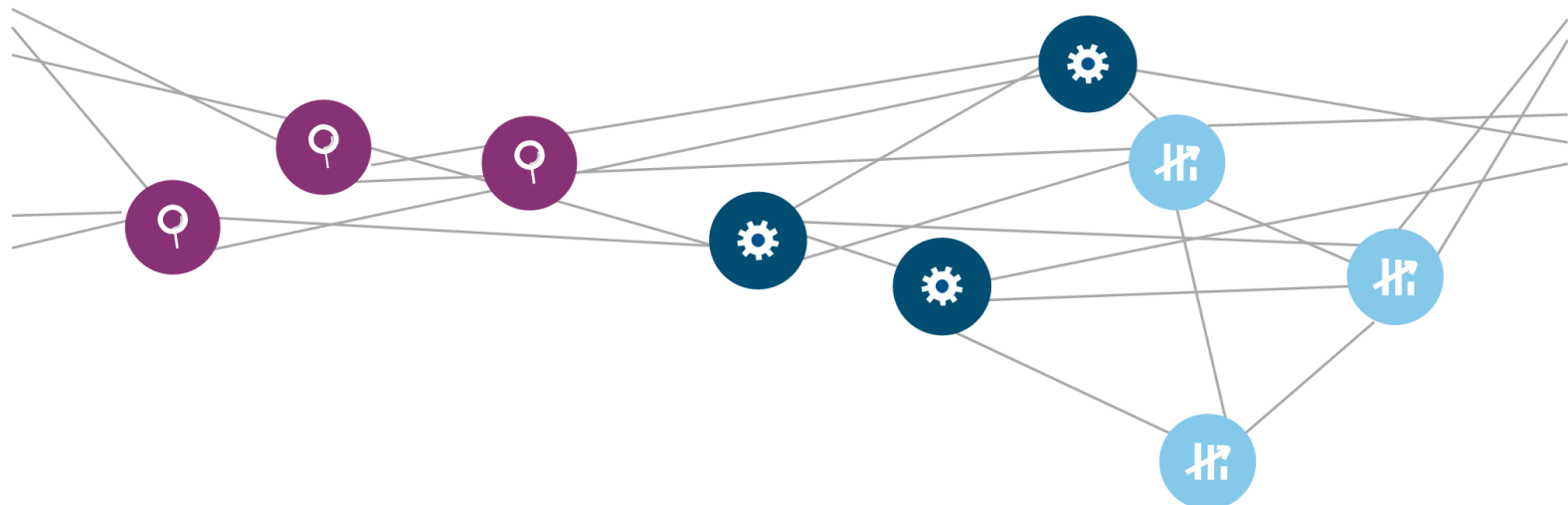
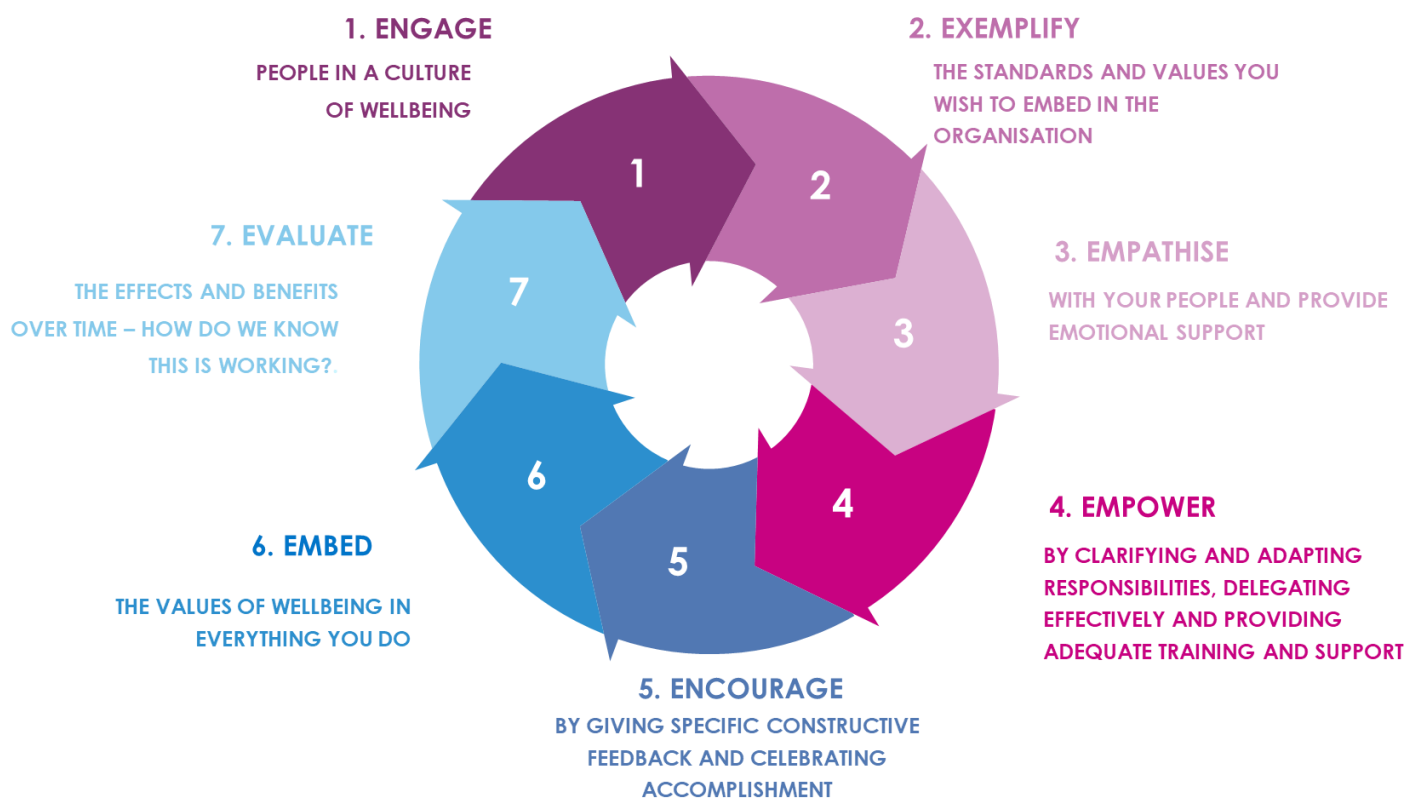
- Sir Malcolm Walker started Iceland in 1970
- Iceland merged with Booker Plc in 2000, Stuart Rose is appointed CEO
- 2001 Bill Grimsey takes over and Malcolm Walker was stood down by the board
- Iceland under Grimsey makes losses in 2001, 2002, 2003 & 2004 after 19 years of profit
- Baugur Group buys controlling stake in Iceland in 2005, Walker reinstated, Iceland turns a profit
- Baugur collapses in 2009, a Malcolm Walker consortium buys controlling stake in Iceland
- Iceland voted Sunday Times Best Big Company to Work For in the UK 2012...and 2014, and are in the Top 10 every year (8th place in 2019)
 - Decentralised support and management
 - Visible Senior Management Team
 - Empowered staff
 - Asked their people for input
 - Incentive, competition
 - Family Feel
 - Friendly competition between stores
 - Reward and recognition
 - Celebrated the wins
 - Wellbeing as central component to business

Iceland Operating Profit By Year (£'m)



THE 7 Es FRAMEWORK:

PROACTIVE MEASURES TO MINIMISE RISK AND CREATE A CULTURE OF WELLBEING



ENGAGEMENT EXERCISE

"Engaged employees are happier and more productive than non-engaged staff"

Kirsten Alfes, Kingston Business School

That's quite the obvious statement to make; clearly if employees are involved in their work, they will have more favourable and rewarding outcomes. It may be helpful then, to begin breaking down what engagement actually means to arrive at a formula that we can apply to our teams.

1. WHAT DOES ENGAGEMENT MEAN TO YOU?

2. WHY IS ENGAGEMENT IMPORTANT?

3. WHERE DOES YOUR PLACE OF WORK DO ENGAGEMENT WELL?

4. WHO DOES ENGAGEMENT WELL AND WHEN DOES IT HAPPEN?

5. WHERE COULD ENGAGEMENT BE IMPROVED AT YOUR PLACE OF WORK?

6. HOW COULD YOU DO THIS WITHIN YOUR TEAM?

<https://mmwbengage.questionpro.com>

THE 7 Es FRAMEWORK TO CREATE A CULTURE OF WELLBEING

ENGAGE

Engaging staff means interacting with them so they have the opportunity to raise any challenges and concerns. It also means reaching out to encourage positive or constructive feedback and positive communication.

A study by researchers at Kingston University found evidence that engaged employees perform better than non-engaged staff, that they take less sick days and are less likely to leave their employer. The author of said study also distinguishes between three types of staff engagement:

INTELLECTUAL ENGAGEMENT (IQ: *INTELLECTUAL INTELLIGENCE*)

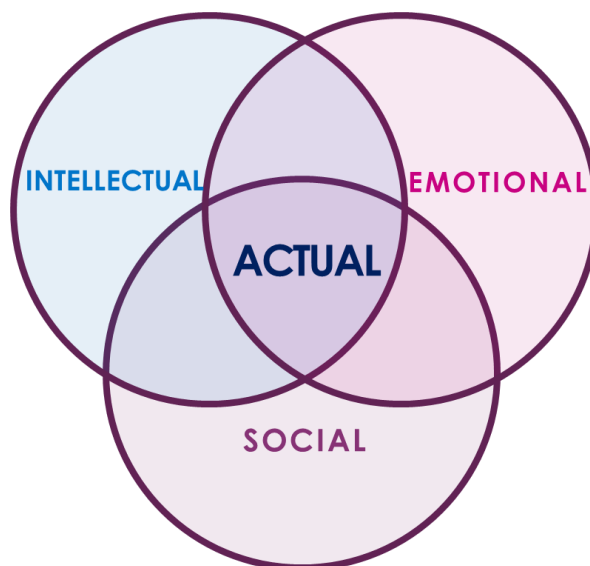
The extent to which individuals are absorbed in their work and think about ways performance can be improved.

EMOTIONAL ENGAGEMENT (EQ: *EMOTIONAL INTELLIGENCE*)

The extent to which people feel positive, emotional connections to their work experience and therefore with the company.

SOCIAL ENGAGEMENT (SQ: *SOCIAL INTELLIGENCE*)

The extent to which employees talk to colleagues about work-related improvements and change, but also nonwork-related topics to connect and create a sense of community.



Examples:

- **Keep staff informed regarding large company decisions and changes**
- Let yourself be seen, take time out whenever possible to walk around the office to catch up with individuals.
- **Annual appraisals: where are their strengths working? When are they overplayed?**
- Regular non-work based activities to give staff the opportunity to interact with yourself and each other in an informal environment
- Short team huddle (informal meeting) where each team member can discuss their weekends and what they need to do that week
- **Regular team meetings (monthly catch-up if possible). Giving staff the opportunity to have their say**
- **BEWARE OVER-ENGAGEMENT:** do not take over your staffs calendars with constant meetings. A 'meetings culture' will take staff away from the main objectives of their role.

THE 7 Es FRAMEWORK TO CREATE A CULTURE OF WELLBEING

HOW CAN WE MORE EFFECTIVELY AND MORE REGULARLY ENGAGE OUR PEOPLE?

INTELLECTUALLY

The extent that individuals are absorbed in their work and think about ways experience and performance can be improved

EMOTIONALLY

The extent to which people feel positive emotional connections to their work experience and therefore with the company

SOCIALLY

The extent to which employees talk to colleagues about work-related improvements and change, but also nonwork-related topics to connect and create a sense of community.

INTELLECTUAL ENGAGEMENT

The extent that individuals are absorbed in their work and think about ways performance can be improved

- Giving team new tasks to learn or exchange task between them in order to keep them always learning and in the loop.
- I will try to set aside a set amount of time each month to focus on procedure updates and Document Control Surveillance
- Provide the team with access to task specific/ technical information to improve their ability to manage their works and resolve difficult issues (which they often encounter)
- I will create an open forum, with accounts team to find ways to improve payment process.
- Assign tasks and problems to resolve
- Help Understanding the project giving regular updates
- More communication and leadership from myself. Without trying to micromanage. And get them to work on personal development items.
- Give site Engineers more exposure to design, one of the more difficult attributes to gain for chartership as a site engineer and they are always grateful.
- For Section and Sub-agents giving them sub-packages to complete, increasing exposure
- Ensuring CPD training is followed through from requested in annual reviews
- Ensure conversations with the team are not all work related.
- Spend time with other Teams to gain knowledge of the wider business and its functions (also helps Social / Emotional)
- Training is the biggest improvement area
- Opportunity to better themselves
- Mentoring. Match work to aspirations
- Training - PDR Process
- Knowledge share. Learning from others. Time to learn
- Promotion
- Realistic and clear set of achievable objectives that everyone understands
- Reference materials - learning hub
- Attend design review - a holistic view of the project
- Praise. Support from the team. Keeping team informed
- Adequate training. Actively enable CPD in line with role / work
- Visibility / communication of work across the group, sharing what each other are doing and sharing ideas and listening to each other
- Giving Ownership / responsibility, clear division of responsibility - task
- Identifying strengths / weaknesses - creating an environment where its okay to own up to mistakes and seeing 'opportunity' for improvement

REAL EXAMPLES OF ENGAGEMENT ACTIONS

EMOTIONAL ENGAGEMENT

The extent to which people feel positive emotional connections to their work experience and therefore with the company

- Highlight the good work done by the team and the efforts done WFH
- I will try my best to make sure my team feel like an important part of the project, and that I take the time to enquire about their personal experience on a regular basis
- Remembering birthdays and sending surprise gifts to team members
- Encourage informal banter on topics outside work
- More recognition for the good effort/ valuable input
- I will celebrate bi-monthly a breakfast meeting with each team of commercial dept to share latest good experiences in the project
- Get more understanding of personal problems related to work and how they are dealing with the workload. Interests and challenges
- Having more informal conversations
- Remembering birthdays (life items), recognising mood, motivations
- Take time to understand their problems and see what can be accommodated.
- Plan work events not around the pub, engaging the whole team.
- Ensure conversations with the team are not all work related.
- Awareness of personal landmarks
- Maintain contact. Another communication method than email
- ACTUALLY seeing the project delivered
- Shared working space
- ASK what your team ACTUALLY need!
- Family engagement and activities; work incentive/perks ie shares and milestone; product promotion ie celebrate and advertise the work we do.
- Understand what the emotional needs of the team are, by discussing with them, brainstorm, engagement session. When someone gives good input, celebrate that publicly
- Make a personal connection with them, understand how they think and feel
- One-to-one discussions, e.g. discuss work, follow by non-work / personal discussion
- Engage with new team members from the outset, welcoming
- Personalising, humility and sharing a bit of yourself – open up. Help them know what you are like as a person (leading to trust and mutual understanding?)
- Understand in a team member what they see as ‘weaknesses’(?), areas for development
- People see the (positive) outcomes of the work that they do, how they contributed to a successful outcome
- Acknowledgement of the positive things, what we are grateful for in the workplace, and personally?
- Team can trust you to do what you commit to, don’t let people down. Say what you are going to do, commit to achievable actions, then do it.
- Know about personal events, birthdays, anniversaries etc.

SOCIAL ENGAGEMENT

The extent to which employees talk to colleagues about non-work related topics to create connections, but also work related improvements and change

- **One to one meetings and group meetings and try to build a "family" whether we're in the office or not**
- **Daily catchups (non work related) - WhatsApp. Social events (drinks/ lunch etc) when we return to office, online if we don't**
- **Encourage planning of social events and sharing discussions on the social activities carried out within out respective bubbles**
- **I will join the out of office social evenings**
- **Go out for social events (after-work)**
- **Eventually this will be Project socials – Darts/Ping-Pong/Bowling. With my team and offer of a drink after work.**
- **For now this will be a 2 weekly game session where we have a short game where we can all get involved tc.**
- **Plan more events, at weekends with the whole team and maybe an event.**
- **What did we used to and what could we do instead?**
- **WhatsApp**
- **Coffee breaks**
- **Social element into meetings**
- **Common days in the office**
- **Random calls to other teams**
- **Out of work events**
- **New starters involved on the site, with parts of projects**
- **Photos of the system: who is my manager? What do they look like?**
- **Break the silo mentality - inter-disciplinary meetings**
- **Creation of an overview of each team member (in and out of work interests / hobbies) to give to new starters**
- **More common days in office**
- **Break out areas in all office spaces, and encourage their use**
- **Subsidise office social events**
- **Engage with team to understand what they want**
- **Social groups in WhatsApp**
- **Common training courses to facilitate social engagement**
- **Cameras on and pictures in profiles**
- **Reward and recognition**
- **Team challenges; steps, weight loss, fitness, book reading**

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 30 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 ENGAGEMENT ACTION PLAN

INTELLECTUALLY (THINKING)

The extent that individuals are absorbed in their work and think about ways experience and performance can be improved

What I am going to do...

How I am going to do it...

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

EMOTIONALLY (FEELING)

The extent to which people feel positive emotional connections to their work experience and therefore with the company

What I am going to do...

How I am going to do it...

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

SOCIALLY (BEING or DOING)

The extent to which employees talk to colleagues about work-related improvements and change, but also nonwork-related topics to connect and create a sense of community.

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

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

HEADSPACE

- Please visit <https://work.headspace.com/simon-kucher-and-partners/member-enroll>

Take personal
responsibility to get the
individual 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 an organisation 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 SMBC, Garrett, Dragados, DHL, and the NHS—guiding them through the wellbeing solution maze.

For more information or to book a workshop or a coaching session see www.wellbeing.work or call 0203 142 8650 or email info@stress.org.uk

If you want to promote wellbeing in your company using branded stress management products, go to www.stress.org.uk.



NOTES





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.

Find Us Here:

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We have supported many organisations, including:

