

July 26 2016
International Congress of
Psychology

Advances in the measurement of personal
wellbeing: psychometric perspectives from the
Managerial & Executive Wellbeing Survey

Audrey McGibbon, Dr. Rainer Kurz & Karen Gillespie



Summary of Findings

- ❖ MEWS offers a new way of conceptualizing and measuring subjective wellbeing (SWB) in an organisational context; after alpha and beta development, its final version comprises an integrated framework of wellbeing with 125 items across 6 wellbeing domains reflective of key research concepts:

- ❖ **Authentic Relationships**
- ❖ **Meaning, Purpose & Direction**
- ❖ **Resilience & Equanimity**
- ❖ **Vitality & Energy**
- ❖ **Balance & Boundaries**
- ❖ **Intellectual Engagement & Flow**



- ❖ Based on a sample of N=245 managers, this paper provides a range of psychometric perspectives regarding the factors mostly highly correlated with SWB for this group
- ❖ MEWS domains all show significant relationships with global evaluations of overall wellbeing at work and at home, and as a diagnostic tool MEWS shows highly satisfactory internal consistencies (ranging from .78 to .86) and appropriate scale inter-correlations (ranging from .33 to .79). Interesting gender, age and seniority differences were found but due to time restrictions these are reported only in brief here. Please contact the authors for further details.
- ❖ The findings build a foundation for future research, may assist in policy development by human resources specialists, and promote person-centred wellbeing interventions to senior executives.
- ❖ MEWS is an advance on existing workplace wellbeing measures due to the comprehensiveness conceptualisation of an integrated model of wellbeing, a focus on the whole person and the application of robust psychological principles to both its development and use in the workplace

Terms of Reference

- ❖ Wellbeing as a topic for scientific understanding has suffered from a “*confusing and contradictory research base*” (Pollard & Lee, 2003, p. 2). Nevertheless there seems to be emerging consensus about some of its key elements and these are summarised briefly below
- ❖ **Wellbeing is a largely subjective phenomenon** – for a white-collar socio-economically advantaged population, wellbeing is a feeling and a state of being rather than an objective measurement or statement of fact. Indeed the research literature is focussed on Subjective Well Being (‘SWB’) as a major line of enquiry and is heavily influenced, though not synonymous with, personality. (Felce & Perry, 1995; Diener & Diener, 1995; Diener & Suh, 2000; Shah & Marks, 2004; Diener, 2013)
- ❖ **Wellbeing is multi-dimensional** – there are different aspects or criteria that we use as the basis for deciding how ‘well’ we feel (La Placa, McNaught & Knight, 2013)
- ❖ **Wellbeing pathways** – stem from two broadly opposing philosophical perspectives. The first of these philosophical pathways, ‘Hedonia’, is concerned with maximising pleasure and positive emotional affect. The second pathway to wellbeing, ‘Eudaimonia’, reflects the Aristotelian values of living an authentic life of virtue, self-actualization and positive functioning. Despite the historical contention, the current view is that both these perspectives are inherently valid and that an integrated approach encompassing both aspects will optimise the probability of a flourishing state (Henderson & Knight, 2012)
- ❖ **Wellbeing generally occurs within a ‘set range’** – each of us has our normal homeostatic defensive range (Cummins, 2010; Ryan & Deci, 2001). The aim is to lead our lives in a way that is likely to push us to the top end of whatever our set range is, and to ensure we don’t dip underneath the bottom end of what constitutes our ‘normal’
- ❖ **Wellbeing is a dynamic rather than static or a particularly stable trait** – it fluctuates like a see-saw depending on the events, challenges and experiences we encounter in our lives. When individuals have the psychological, social and physical resources they need to meet a particular psychological, social and/or physical challenge then wellbeing ensues, and vice versa (Dodge, Daly, Huyton, & Sanders, 2012)

The Wellbeing Paradox

- ❖ There can be no doubt **wellbeing is key to achieving a range of positive business outcomes** (Harter, Schmidt & Hayes, 2003). For example, Sims (2010) reports a 40% improvement in employee engagement and 50% improvement in creativity and innovation. Margeson & Nahrgang (2005), Van Dierendonck, Haynes, Borrill & Stride (2004) and Skakona, Nielsen, Borgb & Guzmanc (2010) have all found a significant relationship between enhanced wellbeing and enhanced leadership performance
- ❖ Building on what has become universally referred to as the **‘happy-productive-worker thesis’** which examines the link between positive affect, employee engagement and business outcomes generally, Hosie et al (2013) investigated the relationship specifically within a management population and found that **self-reports of affective wellbeing were positively associated with enhanced managerial and leadership performance** and diminished affective wellbeing associated with poorer managerial performance (Hosie & Sevastos, 2003)
- ❖ Despite such data showing that investment in wellbeing makes good sense for individuals and organisations for both social and economic reasons, **the levels of wellbeing among those at the top of organisations is in decline** – the wellbeing of managers is under more threat than ever before (Forster & Still, 2001). The incidence of personal sacrifice, burnout, emotional exhaustion, strain and pressure among those in management roles and those who have the largest responsibility and accountability in organisations are well documented trends and stress or burnout is increasingly common (Reinhold, 1997) and emotional exhaustion is prevalent in managers’ workplaces (Lee & Ashforth, 1996)
- ❖ **Organisations therefore need to develop strategies to help avoid burnout, monitor wellbeing levels more effectively and assist senior leaders in reaching and sustaining the heightened performance expectations** that are integral to survival in the corporate world (Hosie, Forster & Sevastos, 2004)
- ❖ Executive development is being increasingly seen as involving personal development related to how the individual deals with work/life issues, stress and preventative health (Hall, 1995)

The Wellbeing Issue

- ❖ The issue facing the emergence of wellbeing as a psychological construct of major influence is that **without an accurate diagnosis of the specific wellbeing needs and circumstances of individual leaders it becomes difficult to achieve better wellbeing outcomes**, in part because of the highly subjective and individualised nature of wellbeing and in part, because like any personal development strategy, having a clear, detailed and specific understanding of the nature of the development need and what ‘better’ looks like is a prerequisite to achieving effective change.
- ❖ Many of the organisational wellbeing approaches on offer today tend towards an approach that is generic , surface level or based on spot interventions with an overly medical emphasis, and which underplay the psychological factors of wellbeing. This is likely to limit the extent of their effectiveness as wellbeing strategies.
- ❖ In response to these concerns, the ‘**Managerial and Executive Wellbeing Survey**’ (MEWS) was developed in order to measure leaders’ wellbeing in a comprehensive and holistic manner providing a framework and specific insights with which to measure and develop wellbeing for this target population



Development of MEWS (1)

Subjects / Target Group

- ❖ The target group for MEWS was identified as employees in professional, managerial or leadership roles

Research Aims, Objectives & Vision

- ❖ MEWS is concerned with the Subjective Wellbeing (SWB) of individuals, where SWB is defined as *“a delicate balancing act between an individual’s social, emotional, psychological and physical assets (resources) and the particular social, emotional, psychological and physical liabilities (challenges) they are facing in life and at work”*
- ❖ MEWS was designed with the aim of developing a better understanding of what is occurring for the target group’s wellbeing in the workplace as well as their functioning as ‘whole’ people who have relationships, activities, responsibilities, challenges and pressures beyond the office door
- ❖ The objective of MEWS is to assist people who are employed in professional, managerial or leadership roles with identifying the specific range of factors which, if addressed, will help push up their wellbeing to the top end of their natural range or perhaps even exceed this, in a way that they experience as a holistic wellbeing intervention
- ❖ The vision for MEWS is to have leaders, teams and organisations aligned and acting in harmony for sustainable high performance

Development of MEWS (2)

Survey Design & Methodology

- ❖ **2013:** Literature Review of wellbeing & existing diagnostic tools
- ❖ **2014:** Develop alpha trial tool: 150 item generation & alpha model conceptualisation of the MEWS Framework
- ❖ Subject matter expert review
- ❖ Trialling with 106 executives & statistical analysis of results; results formed basis of MSc. *“What factors significantly impact the subjective wellbeing of senior executives and managers in Australian based organisations”*
- ❖ **2015:** Refinement of beta version of tool and MEWS Framework to create a diagnostic with 120 specific questions across 10 wellbeing domains, with exactly 12 items per domain, plus 5 global measures of overall wellbeing. Software development and migration to Qualtrics platform technology, and creation of individual and team output reports
- ❖ **2016:** Quantitative (statistical analysis) & qualitative (feedback) review of first 245 respondents to the MEWS beta version, including an independent review by psychometricians Kendall Want Associates to verify design & methodology. Final version of MEWS created to comprise 121 domain items (11 items per domain, 11 domains), plus 5 global SWB items and final version of the MEWS Framework. MEWS is open to accreditation by other psychologists, and experienced human resources professionals

Conceptualization & Model of Wellbeing (Beta Version 2015)



Results: MEWS Factors Significantly Correlated with ‘Overall Wellbeing at Work’ Evaluations

MEWS Scales & ‘Overall Wellbeing at Work’ Evaluations

❖ **Research Question:** How do the MEWS wellbeing scales/domains relate to how respondents feel about their overall wellbeing at work?

❖ **Method:** Product-Moment Correlations between MEWS scales and self-evaluations of ‘Overall Wellbeing at Work’

❖ **Results:** As expected, all 6 Working Well scales correlate higher than do the 4 Living Well scales/domains

.65	Working Well – Meaning, Purpose & Direction
.59	Working Well – Challenge, Boundaries
.57	Working Well – Intellectual Engagement & Flow
.53	Working Well – Authentic Relationships
.53	Working Well – Resilience & Equanimity
.48	Working Well – Vitality & Energy
.43	Living Well – Meaning, Purpose & Direction
.42	Living Well – Vitality & Energy
.40	Living Well – Resilience & Equanimity
.39	Living Well – Authentic Relationships

Results: MEWS Factors Significantly Correlated with ‘Overall Wellbeing in Life’ Evaluations

MEWS Scales & Overall Wellbeing in Life Evaluations

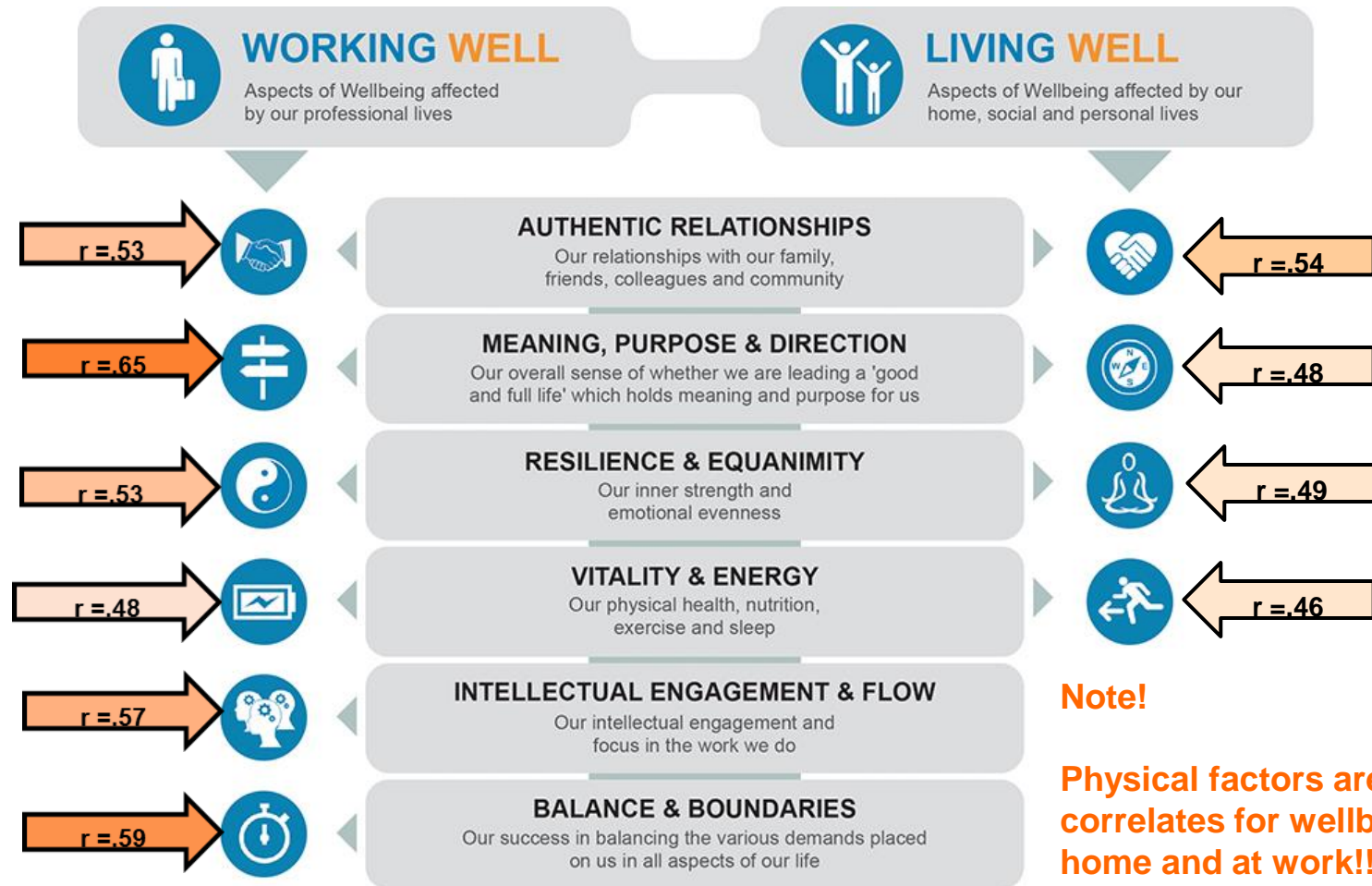
❖ **Research Question:** How do the MEWS wellbeing scales/domains relate to how respondents feel about their overall wellbeing in life?

❖ **Method:** Product-Moment Correlations between MEWS scales and self-evaluations of ‘Overall Wellbeing in Life’

❖ **Results:** As expected, all 4 Living Well scales correlate higher than do the 6 Working Well scales/domains

.54	Living Well – Authentic Relationships
.49	Living Well – Resilience & Equanimity
.48	Living Well – Meaning, Purpose & Direction
.46	Living Well – Vitality & Energy
.42	Working Well – Vitality & Energy
.35	Working Well – Challenge, Boundaries
.31	Working Well – Meaning, Purpose & Direction
.28	Working Well – Resilience & Equanimity
.25	Working Well – Authentic Relationships
.19	Working Well – Intellectual Engagement & Flow

MEWS Domains / Scales of Most Relevance to Executives



Top 10 individual items for executive wellbeing @ work

Research Question: Which individual MEWS questions are most closely related to respondents ratings of their overall wellbeing at work?

Method: Product-Moment Correlations between MEWS 'Working Well' items and self-evaluations of 'Overall Wellbeing at Work'

My contribution at work is valuable and makes a difference (.48)

My personal values align well with those of the organisation I work in (.52)

I feel able to shape my future at work (.53)

I feel genuinely satisfied and interested in my work (.54)

My work enables me to develop a sense of mastery and expertise (.48)

My job and work environment enable me to play to my strengths (.48)

I am happy with the amount of time I spend working (.49)

Politics at work (don't) detract from my wellbeing (.52)

I (don't) feel depressed at work (.52)

I (don't) feel drained at work (.56)

MEANING,
PURPOSE &
DIRECTION

INTELLECTUAL
ENGAGEMENT &
FLOW

BALANCE & BOUNDARIES

AUTHENTIC RELATIONSHIPS

RESILIENCE & EQUANIMITY

VITALITY & ENERGY

MEWS Wellbeing Correlates with Biographical Variables

MEWS Scales & Biographical Variables

❖ **Research Question:** How does income, company size, role seniority, gender and age relate to wellbeing?

❖ **Method:** Product-Moment Correlations between MEWS scales/domains and Biographical Variables

❖ **Results:** Seniority and size of organisation have strongest relationships with wellbeing, gender and wealth appear largely irrelevant, whilst age (maturity) shows some positive associations with wellbeing

	Authentic Relationships		Meaning, Purpose & Direction		Resilience & Equanimity		Vitality & Energy		Intellectual Engagement & Flow		Balance & Boundaries	
	Working Well	Living Well	Working Well	Living Well	Working Well	Living Well	Working Well	Living Well	Working Well	Living Well	Working well	Living Well
Income / \$ Wealth	NS	NS	NS	NS	NS	NS	NS	NS	NS	-	NS	-
Size of Organisation	-.23**	NS	-.19**	NS	NS	NS	-.20**	NS	-.13*	-	-.17*	-
Seniority / Level of Role	.14*	NS	.23**	.18**	.14*	NS	NS	NS	.16*	-	NS	-
Gender	NS	NS	NS	NS	NS	NS	NS	NS	NS	-	NS	-
Age	NS	NS	NS	.22*	NS	NS	.15*	NS	NS	-	.17*	-

MEWS Wellbeing Correlates with Biographical Variables – Discussion of Findings

On Income/Wealth: MEWS findings bear testament to the claim that ‘money can't buy happiness’. Beware the affluenza virus!

On Size of Organisation: MEWS findings bear testament to the fact that ‘big is not always best’ and ‘small is beautiful’!

On Seniority / Level of Role: MEWS findings bear testament to the benefits of ‘climbing the corporate ladder’ – those in upper echelons of management report generally higher wellbeing than their counterparts in middle management in, especially with regard to feelings of security in their relationships, interest and engagement, meaning, purpose & direction from their work and in life more generally, and greater freedom from self-doubt and anxiety

On Gender: MEWS findings suggest NO significant differences between males and females in any of the overall scales/domains of wellbeing from either a workplace (Working Well) or outside of work (Living well) perspective.

However, item level analysis indicates some nuanced gender implications e.g. females in our sample were significantly more likely to a) take care of themselves through recommended preventative health measures than their male counterparts – LW, Vitality & Energy 0.35 b) go out of their way to show empathy for others feelings and needs – WW, Authentic Relationships 0.23 c) be attuned to where the carry stress and tension in their bodies – WW, Vitality & Energy 0.23 d) use breathing techniques as a tool to slow down and stay calm – WW, Vitality & Energy 0.21 and e) make more time to develop their spiritual side – LW, Meaning, Purpose & Direction 0.19.

Males in our sample reported a significantly more positive wellbeing picture on only 2 counts: lower occurrence of self-doubt (WW Resilience & Equanimity, -.21) and more likely to report sufficient energy to perform at their peak (LW, Vitality & Energy -.19)

On Age: MEWS findings suggest that with chronological maturity comes a maturing of our willingness and ability to look after our physical health – WW Vitality & Energy.15. Age also seems to bring greater perspective and discipline to help us balance and manage our work-life boundaries – WW Balance & Boundaries.17 – and the wisdom to find and follow our path in life – LW, Meaning, Purpose & Direction.22. The foibles of old age may at least in part be offset by this wiser and wider perspective on what counts, on the bigger picture of life, by a general movement towards self-actualization and an awareness of our mortality; and an eventual understanding of the importance of pacing ourselves and of looking after our bodies and minds.

Results: Reliability Coefficients of MEWS (Beta Version 2015)

MEWS Reliability

- ❖ The literature regarding test and scale construction suggests that an acceptable level of reliability is a function of the intended use of the test results. If a test is to be used to make decisions about an individual, it is important for that test to be highly reliable. This need for higher levels of reliability goes up as the risk associated with a poor decision based on the test increases. The MEWS is not intended for use as a tool to make any selection decisions and is only for use in personal development applications
- ❖ **Test-retest:** Variability of behaviours between Time 1 and Time 2 is not necessarily a measurement error and in the case of SWB this is likely to be particularly true – because wellbeing is a dynamic and fluid state of being we would expect to see changes in wellbeing in accordance with either the benefits of any targeted wellbeing interventions and/or the degree of unforeseen challenges experienced during the elapsed time
- ❖ **Internal consistency:** The process of obtaining reliability estimates (e.g. Cronbach's Alpha) through a single administration to a group of individuals.
- ❖ For MEWS, reliability coefficients (Coefficient Alpha) were computed on the data set for each scale (or 'domain') of the MEWS Framework which in the beta version, had 10 scales across the Living Well and Working Well sections
- ❖ Results (see Table 1 MEWS Beta Version Internal Consistency Reliability) show highly satisfactory Cronbach's alpha coefficients for all 10 scales falling well within the currently recommended (by the International Test Commission) range of 0.70 to 0.9. 0.76 to 0.86. Scale reliabilities higher than 0.90 suggest some item redundancy whereas scale reliabilities lower than 0.7 suggest possible multi-dimensionality

Reliability Results: Split-Half Internal Consistencies of MEWS (Beta Version 2015)

Table 1 MEWS Beta Version Internal Consistency Reliability

Working Well	Authentic Relationships	.810	12 items
Working Well	Challenge, Boundaries	.767	12 items
Working Well	Intellectual Engagement	.813	12 items
Working Well	Meaning, Purpose & Direction	.856	12 items
Working Well	Resilience	.799	12 items
Working Well	Vitality & Energy	.764	12 items
Living Well	Authentic Relations	.811	12 items
Living Well	Meaning, Purpose & Direction	.808	12 items
Living Well	Resilience	.817	12 items
Living Well	Vitality & Energy	.785	12 items

MEWS Scale / Domain Inter-correlations (Beta Version 2015)

Table 2 MEWS Beta Version Mean Scale / Domain Inter-correlations

N =246 / Spearman Rho.	Working Well Section of MEWS Framework						Living Well Section of MEWS Framework			
	Authentic Relationships	Meaning, Purpose & Direction	Resilience & Equanimity	Vitality & Energy	Intellectual Engagement & Flow	Challenge & Boundaries	Authentic Relationships	Meaning, Purpose & Direction	Resilience & Equanimity	Vitality & Energy
WW.Authentic.Relationships	1	.711**	.606**	.400**	.663**	.481**	.489**	.486**	.436**	.422**
WW.Meaning.Purpose.Direction	.711**	1	.615**	.479**	.791**	.532**	.503**	.679**	.490**	.463**
WW.Resilience.Equanimity	.606**	.615**	1	.386**	.547**	.602**	.428**	.512**	.633**	.472**
WW.Vitality.Energy	.400**	.479**	.386**	1	.365**	.664**	.437**	.641**	.334**	.650**
WW.Intellectual.Engagement.Flow	.663**	.791**	.547**	.365**	1	.443**	.416**	.531**	.366**	.349**
WW.Challenge.Boundaries	.481**	.532**	.602**	.664**	.443**	1	.509**	.578**	.503**	.610**
LW.Authentic.Relationships	.489**	.503**	.428**	.437**	.416**	.509**	1	.663**	.690**	.488**
LW.Meaning.Purpose.Direction	.486**	.679**	.512**	.641**	.531**	.578**	.663**	1	.590**	.598**
LW.Resilience.Equanimity	.436**	.490**	.633**	.334**	.366**	.503**	.690**	.590**	1	.497**
LW.Vitality.Energy	.422**	.463**	.472**	.650**	.349**	.610**	.488**	.598**	.497**	1

❖ Results show mean scale inter-correlations all falling within a satisfactory range

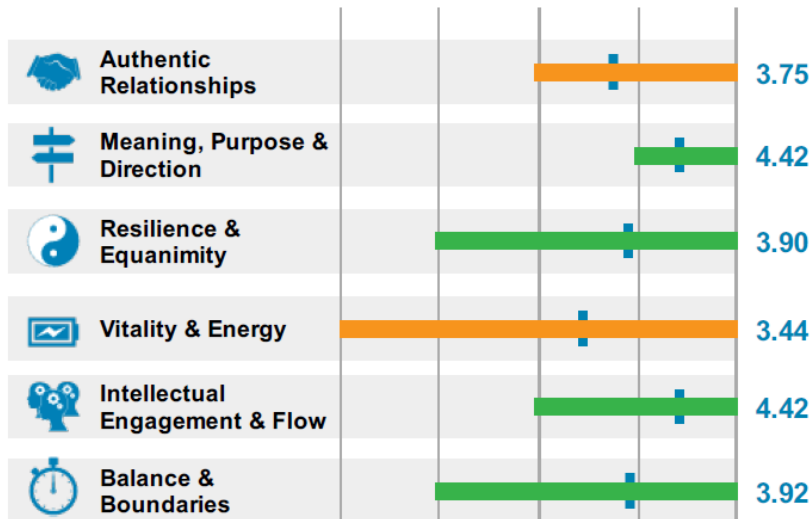
❖ The 4 domain / scales that are parallel matched across Working Well and Living Well (highlighted) also indicate a unitary construct yet with sufficiently different aspects to warrant the Living Well and Working Well distinctions

Sample Wellbeing Profile (Beta Version 2015)



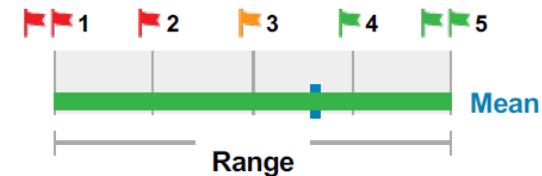
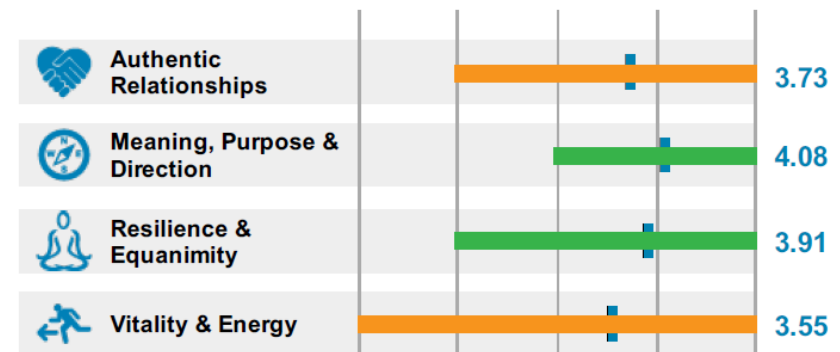
WORKING WELL

1 2 3 4 5



LIVING WELL

1 2 3 4 5



1 Indicates an aspect in your life that may be **significantly detracting** from your wellbeing
Never (+), Always (-)

2 Indicates an aspect in your life that may be **detracting** from your wellbeing
Rarely (+), Usually/Often (-)

3 **Sometimes** this aspect in your life is working for you and **sometimes** it isn't. Close review of these items is recommended to ascertain what you might change to enhance your wellbeing
Sometimes (+/-)

4 Indicates an aspect in your life that may be **enhancing** your wellbeing
Usually/Often (+), Rarely (-)

5 Indicates an aspect in your life that may be **significantly enhancing** your wellbeing
Always (+), Never (-)

Sample Vitality & Energy Item Level Reporting



WORKING WELL (3.44)

- ✓ I never feel drained at work
- ✓ I usually/often feel well rested at the start of the workday
- ✓ I usually/often take breaks during the work day to recharge my batteries
- ✓ I usually/often have plenty of 'get-up-and-go' / energy at work
- ✓ I usually/often 'unplug' from work/technology well before bedtime
- ✓ I sometimes eat nutritious meals and snacks at work
- ✓ I sometimes keep well hydrated throughout the work day
- ✓ I am sometimes conscious of my posture and regularly take action to adjust this
- ✗ I never use conscious breathing as a tool to slow down and stay calm
- ? I control my calendar to avoid back-to-back meetings and allow time for thinking
- ? I am aware of where I carry stress and tension in my body
- ? I consume caffeine in moderation (<3 caffeinated drinks per day, includes coffee, tea, cola, energy drinks)



LIVING WELL (3.55)

- ✓ I always get between 7 and 9 hours sleep at night
- ✓ When my energy is falling, I always make time to rest, relax and recover
- ✓ I usually/often have plenty of energy to do the things I want to do
- ✓ I rarely experience sleep difficulties
- ✓ I usually/often feel that I am in good health
- ✓ I usually/often feel I have sufficient energy to perform at my peak
- ✓ My diet is sometimes good for me
- ✓ I sometimes feel I am getting enough of the right kinds of exercise for my body
- ✓ I sometimes use alcohol and/or drugs to de-stress or relax
- ✓ I sometimes feel happy with my appearance
- ✗ I never take care of myself through recommended preventative health measures (e.g. screening tests, health check-ups)
- ? My weight is within a healthy range for my height

About Vitality & Energy

Healthy living means making the right choices about what you put into your body, and how you maintain your physiology for you to perform and feel at your best. There are no short cuts or quick fixes and it requires a long-term commitment to sensible eating and drinking, exercise, and good sleep habits. Your rewards will be the energy to perform at your peak in all aspects of life and work and a longer, healthier life.

For senior leaders, achieving sustainable performance at work requires you to look after your vitality and energy - your physical wellbeing. This requirement should be reflected in how you plan your daily calendar, prioritising 'breathers', food choices and exercise 'on the go'.

People who have higher levels of physical activity are at lower risk of cognitive decline and dementia. Preserve your brain function and quality of life with a 20-30 minute brisk walk each day. (Blondell et al 2014)

You have Vitality & Energy when...

...you manage your energy by pacing yourself and taking time to rest and recover; you are eating the right foods for your body (quality and quantity) and maintaining a healthy weight; your drinking habits include enough of the good stuff (water) and less of the bad stuff (caffeine and alcohol); you have an exercise regime that keeps you moving about regularly; you are aware of your body's needs and take action to address these when you need to; and you give sleep the attention it deserves in your life.

Outlook

- ① For most executives, the 6 factors (domains) in the MEWS Framework will be highly impactful for wellbeing
- ② Drill down into these factors to obtain a thorough diagnosis of individual executive's wellbeing needs
- ③ Addition of 'Living Well' scale to 'Balance & Boundaries'
- ④ Construct validation between MEWS and range of validated clinical wellbeing measures underway
- ⑤ First study with trait personality measures (HOGAN tools) – data gathering completed
- ⑥ MEWS is a diagnostic tool designed to help organisations support their executive wellbeing efforts in a strategic, targeted and holistic manner

www.mewswellbeing.com.au

About the authors

- ❖ **Dr Rainer Kurz** holds a degree in Psychology, an MSc in Industrial Psychology and a PhD in Occupational Testing; he has over 25 years of R&D experience in assessment, online testing and competency framework development. He is a Managing Consultant, R&D for Cubiks Limited having previously worked for SHL (now CEB), Manpower's CareerHarmony and Saville Consulting. Rainer is a widely published author and presenter at many conferences.
- ❖ **Audrey McGibbon's** career in organisational psychology began in the UK in 1990, where she worked in the psychometric test development unit of SHL (CEB) before moving into executive /career assessment and development consultancy and over 15 years' as an executive coach. Audrey has an MA (Hons) in Psychology and Business, and an MSc in Psychotherapy Studies. Her master's research was on the factors that drive wellbeing for senior executives. She is a registered psychologist in both Australia and the UK, as well as a Chartered Occupational Psychologist with the British Psychological Society (BPS), an Associate Fellow of the BPS, and a member of the Division of Occupational Psychology and Psychotherapy Section of the BPS.
- ❖ **Karen Gillespie's** career as an organisational psychologist began in the UK in 1989, where she worked for two consultancy practices before migrating to Australia in 1996. She held senior roles as the Consulting Director and Employee Development Director of SHL (CEB) before setting up her own business in 2002. She has an MA (Hons) in Psychology, an MSc in Occupational Psychology, a Graduate Diploma in Wellness and is currently studying for a Practice Certificate in Sleep Psychology through the APS. Karen is a Registered Psychologist, a Member of the Australian Psychological Society, the College of Organisational Psychologists and the Interest Group in Coaching Psychology.
- ❖ **EEK & SENSE** is the culmination of a long-term partnership between Audrey McGibbon and Karen Gillespie. Their interest in wellbeing has coincided with observations of leaders experiencing serious, persistent and unprecedented threats to their wellbeing, creating knock-on damage to performance and business outcomes. They embarked on the development of the MEWS in response to these concerns with the goal of helping individuals and organisations achieve sustainable and strong performance, and flourish as contributors to the wellbeing of their teams, families and community at large www.MEWswellbeing.com.au