



Wellbeing matters.

It's a global movement that's gaining in momentum. It's becoming a business imperative and a differentiator in the future of work.

In this disrupted world, we hear repeatedly about innovation and collaboration as essential qualities. Ever tried being creative and interpersonally skilled with low levels of wellbeing?

WHAT'S MISSING IN THE WELLBEING CONVERSATION TODAY?

Current initiatives tend to be centred on wellness interventions which represent only a sliver of the broader wellbeing challenges. Until recently, the uptake of wellness programs has been tepid among senior leaders and their teams, in part because many are missing the mark and perceived as paying lip-service.

There's a clear need to look beyond conventional wellness offerings and to recognise that when it comes to wellbeing – one-size does not fit all.

THE EVOLUTION OF WELLBEING

In 2016, the Global Wellness Institute outlined a new vision for wellbeing, one where everyone has right to work in a manner that is 'healthy, motivating, and edifying' and where wellbeing is understood to be a shared responsibility, with individuals, managers, business leaders, society and government all have a role in improving and advocating for wellbeing.

WE ARE 100% COMMITTED TO HELPING REALISE THIS VISION

The challenge facing organisations is how to embed wellbeing into the work culture and environment rather than it being seen as an HR program.

INTEGRATING WELLBEING INTO LEADERSHIP

95% of wellbeing practitioners agree that the wellbeing movement has matured to the point where most organisations now want to see 'enabling wellbeing' as core leadership capability – as an explicit accountability and expectation of all leaders. Only 17% of organisations have yet done so.



This is a major strategic opportunity – our key recommendation is to integrate wellbeing into the everyday expectations of leaders.

KEY STEPS TO INTEGRATING WELLBEING AS A LEADERSHIP CAPABILITY

At GLWS, we've crafted our definition for how 'Enabling Wellbeing' might look as a leadership capability (see over). Our goal is to help engage leaders in the wellbeing evolution in 4 ways:

1. **LEARN IT** – understand their own wellbeing drivers and detractors.
2. **LIVE IT** – attend to their own self-care.
3. **LEAD IT** – attend to and promote 'other-care' for the people they lead.
4. **EMBED IT** – champion wellbeing across their organisations at a systems level.

LEADERSHIP CAPABILITY: ENABLING WELLBEING

Definition	Making purposeful and well-informed choices to optimize wellbeing for self and others, role-modelling wellbeing as a priority, embedding reliable disciplines and influencing positive change in the system for others.	
 <p>Individual</p>	<p>Self-care</p>	<ul style="list-style-type: none"> • Prioritises own wellbeing as an important driver of their own sustainable performance • Knows what is needed to energise, sustain and look after self, at work and in personal life • Acts with personal discipline aligned to their unique wellbeing needs and situation • Embeds positive wellbeing behaviours such as taking breaks, limiting meeting hours, upholding reasonable working hours, exercising regularly, eating healthily, disconnecting when on leave • Demonstrates vulnerability rather than stoicism
 <p>Team</p>	<p>Other-care</p>	<ul style="list-style-type: none"> • Talks about the link between wellbeing and performance to their team • Includes check-ins about wellbeing in team and 1 to 1 meetings • Encourages and rewards positive wellbeing actions in the team • Recognises and avoids subtle and indirect drains on the wellbeing of others such as unmanageable workloads, expectations or encouragement to take on more, and tacit or explicit approval of those who do • Creates a team culture of inclusion that enables team members to openly share their ideas, concerns and challenges • Builds trust and rapport with team members at a personal as well as professional level • Helps team members identify and use their strengths, to their full potential • Encourages positive talk to build optimism and a sense of perspective to help with stress • Encourages team members to proactively manage their energy and pace • Communicates clear expectations of communications and responsiveness (e.g. after hours etc)
 <p>Organisation</p>	<p>Wellbeing champion</p>	<ul style="list-style-type: none"> • Finds out and up skills on resources, policies and programs to support people with their wellbeing e.g. mental health first aid training • Influences peers and senior stakeholders as required to promote changes to wellbeing goals, processes and practices • Supports responsible flexible work practices to enable team members to meet their wellbeing needs • Shares wellbeing practices and ideas outside of team across the business • Acts as a sponsor or ambassador for wellbeing initiatives within and outside the organisation