

PERSONAL WELLBEING REPORT

Christie Millar | 13 May 2019

EEK & SENSE



UNDERSTANDING YOUR WELLBEING

Wellbeing implies a sense of thriving, flourishing, being fully alive, 'firing on all cylinders' and living life to the full, as well as feeling balanced and calm, contented and at ease with life. Wellbeing is affected by many elements in our lives and varies from person to person because each of us has a different combination of psychological, emotional, social and physical inner resources upon which we draw. Our wellbeing fluctuates depending on the events, challenges and experiences we encounter in our lives. Hence, your GLWS profile is unique to you and reflects your assessment of your wellbeing at this moment in time.

GLWS is specifically designed to explore the wellbeing of leaders in the workplace, taking account of the roles, contexts, demands and situations experienced by this population. Each of us has our own baseline of wellbeing and a 'set range' within which to operate.

Whilst some aspects of our wellbeing are outside of our control, most are areas where we can exercise choice and take personal responsibility for improving our wellbeing. Your GLWS profile and this report will give you guidance on what to continue and what you might need to change in order to enhance your wellbeing.

WELLBEING DEFINED

For GLWS, wellbeing 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 work at any one time. When individuals have more challenges than resources, their seesaw dips, along with their wellbeing, and vice-versa.

(Dodge, Daly, Huyton & Sanders, 2012)

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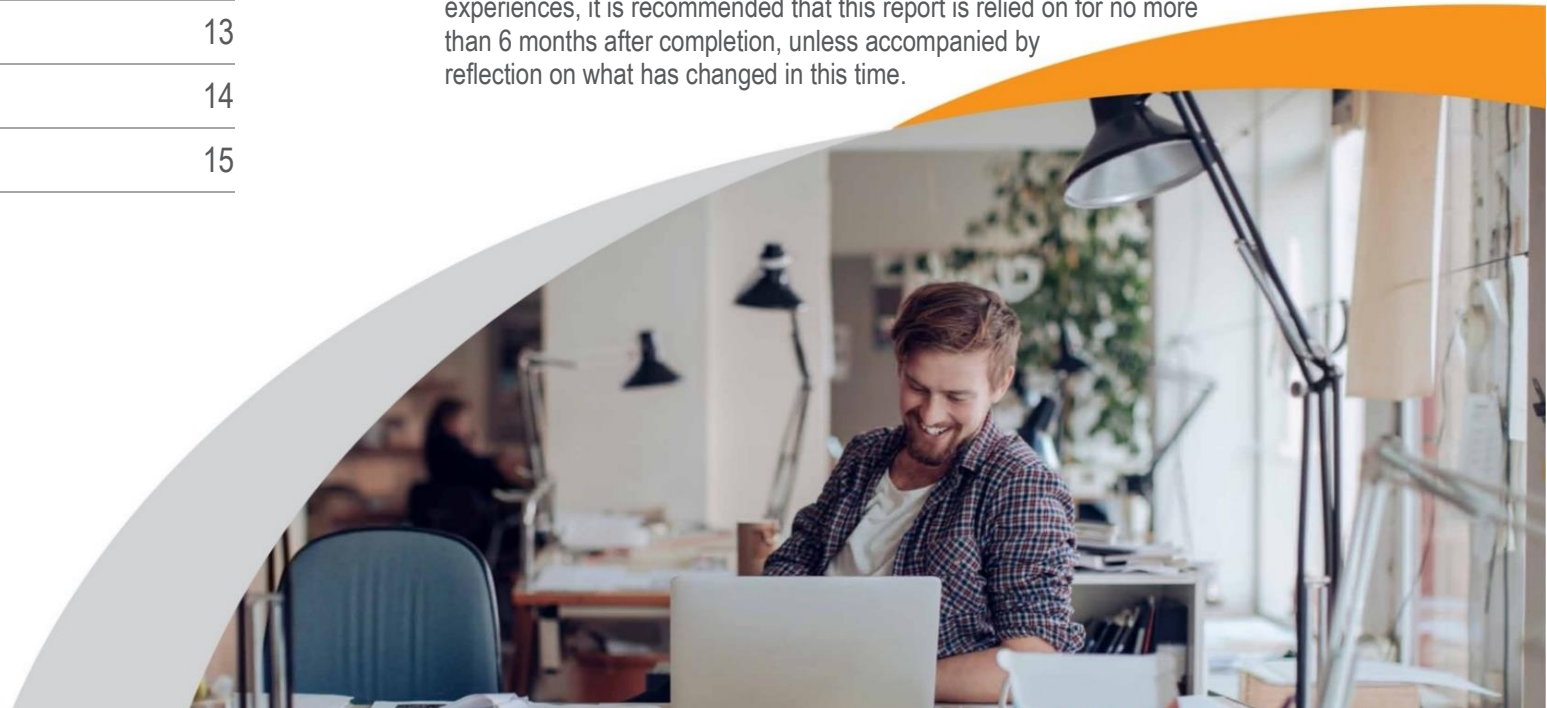
THIS REPORT HAS BEEN PREPARED FOR:

Christie Millar

If you are not this individual, you are requested to refrain from reading further, unless you have the express permission of the individual in question.

The information made available through this report is of a general nature only and does not take into account your unique individual circumstances or needs. The report is based entirely on your own responses to the GLWS online survey. It should not be used, relied upon, or treated as a substitute for specific professional advice. We recommend you obtain independent professional psychological or medical advice before making any decisions or taking any action in relation to your particular health, wellbeing and/or lifestyle choices, requirements or circumstances.

Since wellbeing is a dynamic state of being which changes with circumstances and life experiences, it is recommended that this report is relied on for no more than 6 months after completion, unless accompanied by reflection on what has changed in this time.



HOW TO USE THIS REPORT

The report summarises your responses to the GLWS survey. It presents your results from the two sections of the survey – Working Well and Living Well – across six different wellbeing domains, as represented in the GLWS Framework opposite.

Within each domain, your responses to each question are presented, as well as an indication of how each area may be enhancing or detracting from your wellbeing.

We recommend that you review this report with a coach to reflect on your experience of completing the GLWS and what it can tell you about your current wellbeing at work and outside work. Some initial questions to consider are:

- How is your wellbeing overall?
- What differences, if any, exist between your Working Well profile and your Living Well profile?
- Which of the wellbeing domains are positive for you at this time? Which domains might need attention to enhance your wellbeing? What would you like to change if you could?
- How consistent is the GLWS profile with your 'sense' of how you feel in work and outside of work at present?

Towards the end of the report, you are encouraged to reflect on the insights gained and identify your priorities for action to maintain and enhance your wellbeing.

THE GLWS® FRAMEWORK



WORKINGWELL

Aspects of Wellbeing affected by our professional lives

LIVINGWELL

Aspects of Wellbeing affected by our home, social and personal lives



AUTHENTIC RELATIONSHIPS

Our relationships with our family, friends, colleagues and community



MEANING, PURPOSE & DIRECTION

Our overall sense of whether we are leading a 'good and full life' which holds meaning and purpose for us



RESILIENCE & EQUANIMITY

Our inner strength and emotional evenness



VITALITY & ENERGY

Our physical health, nutrition, exercise and sleep



BALANCE & BOUNDARIES

Our success in balancing the various demands placed on us in all aspects of our life



INTELLECTUAL ENGAGEMENT & FLOW

Our intrinsic interest and focus in the work we do

WELLBEING SNAPSHOT

This first section of your report provides a snapshot of your overall sense of wellbeing and is based solely upon your responses to the five general questions in the GLWS survey, which asked about your perceived wellbeing, satisfaction and happiness at work and in life generally.

Taken together, your responses to these questions provide an indication of your subjective wellbeing levels from both a cognitive and emotional perspective. Our suggestion is to consider this snapshot as the backdrop to your GLWS profile, which follows in the remainder of this report and provides a more detailed and discriminating picture of your unique wellbeing drivers.

Is there anything else you feel is currently affecting your wellbeing (negatively or positively) that is not covered in the survey?

Please give details:

A recent restructure has caused additional pressures on the business and my team.

WORKING WELL EVALUATION

Reflecting generally on the questions you answered in Section 1 of the GLWS, you rated your overall wellbeing at work at this time in your career as:



LIVING WELL EVALUATION

Reflecting generally on the questions in Section 2 of the GLWS, you rated your overall wellbeing outside of work at this stage in your life as:



LIFE SATISFACTION EVALUATION

On the whole, you rated your satisfaction with your life as:



HAPPINESS EVALUATION

Taking all things together, you rated your happiness as:



OVERALL WELLBEING EVALUATION

Reflecting on how you have felt, thought or behaved at work and in your personal life over the past few months, you rated your overall wellbeing as:



YOUR WELLBEING PROFILE



WORKING WELL

Aspects of Wellbeing affected by our professional lives



LIVING WELL

Aspects of Wellbeing affected by our home, social and personal lives



Two red flags
Indicates an aspect that may be significantly detracting from your wellbeing

Never (-)
Always (+)

One red flag
Indicates an aspect that may be detracting from your wellbeing

Rarely (+)
Usually/Often (-)

One orange flag
Sometimes this aspect 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 (+/-)

One green flag
Indicates an aspect that may be enhancing your wellbeing

Usually/Often (+)
Rarely (-)

Two green flags
Indicates an aspect that may be significantly enhancing your wellbeing

Always (+)
Never (-)

AUTHENTIC RELATIONSHIPS



WORKING WELL 3.20

- ✓ At work, I usually/often go out of my way to show empathy for others' feelings and needs
- ✓ I am usually/often treated by my colleagues in the way I want to be treated
- ✓ I rarely experience toxic relationships at work
- ✗ I sometimes feel part of a close, supportive team
- ✗ I sometimes feel respected at work and that other people take me seriously
- ✗ I sometimes have fun and share light-hearted moments with my colleagues
- ✗ I sometimes know where I stand with regard to my performance at work
- ✗ My work is sometimes acknowledged and appreciated
- ✗ The politics at work sometimes detract from my wellbeing
- ✗ I usually/often feel I miss out on building close relationships at work because of the demands of my personal life
- N/A I trust my boss

ABOUT AUTHENTIC RELATIONSHIPS

According to Aristotle, humans are 'social animals' and naturally seek the companionship of others as part of their wellbeing. Our lives depend on other humans and whether at work or elsewhere, the quality of our relationships will influence our overall sense of wellbeing, possibly more than any other factor. Bear in mind that what we give to others is just as important for our wellbeing as what we get from them.

For senior leaders, the quality of your relationships in the workplace is key to your success as an influencer and inspirer of action and outcomes. For most, this is only possible and sustainable when you are equally well supported by strong and authentic relationships in your personal life.

In worldwide studies, the top 5% of the happiest people have close supportive relationships - every single one of them! (Diener & Seligman 2002)



LIVING WELL 3.36

- ✓✓ I always give and receive love, warmth and affection
- ✓✓ I always have a fulfilling relationship with at least one significant person in my life
- ✓ I rarely experience damaging relationships in my personal life
- ✓ I usually/often feel I am important to my family and friends
- ✗ I can sometimes raise concerns or problems with family and friends
- ✗ I sometimes contribute to other people's success and happiness
- ✗ I sometimes feel lonely or isolated
- ✗ I sometimes feel my personal relationships suffer as a consequence of my work
- ✗ I sometimes spend time and do things with the people I like
- ✗ My family and friends would say I'm usually/often distracted when I am with them
- ✗ My relationships with the key people in my life are rarely as I want them to be

YOU HAVE AUTHENTIC RELATIONSHIPS WHEN...

... you feel you belong (to a team, family, social group and/or community); you trust others and are able to talk honestly and openly with them, solving problems and making decisions collaboratively; you feel close and connected to others, supporting them and showing kindness; you are respected and loved by people who are important to you; and you invest your time and give your attention to those you are close to.

MEANING, PURPOSE & DIRECTION



WORKING WELL 3.09

- 🚩 I have rarely made compromises in my career because of factors in my personal life
- 🚩 I usually/often feel my personal values align well with those of the organisation I work in
- 🚩 My career is usually/often central to my sense of identity
- 🚩 I sometimes derive a sense of meaning and purpose from my work
- 🚩 I sometimes feel able to shape my future at work
- 🚩 I sometimes feel my contribution at work is valuable and makes a difference
- 🚩 I sometimes feel there is not much point to what I do at work
- 🚩 I sometimes make time to reflect on what is going well for me at work
- 🚩 I sometimes think I am in the wrong job for me
- 🚩 When work is not going so well, I sometimes make time to reflect and take responsibility for changing my situation or reactions
- 🚩 I never have a clear direction and vision for how I would like my career to evolve

ABOUT MEANING, PURPOSE & DIRECTION

Meaning: to do something of importance. **Purpose:** to have intention, resolution and determination to take action. **Direction:** to know where one is going. Do you pause to think about what matters to you, are you spending your life doing the things you most value and are you achieving the outcomes that are most important to you?

For senior leaders, career and role demands often dominate your focus and attention – this is where you invest a significant amount of your energy, often without questioning if you are meeting your unique needs for meaning, purpose and direction. Taking stock to evaluate if you are meeting these needs is an essential action when working on your wellbeing.

“For the meaning of life differs from man to man, from day to day and from hour to hour. What matters, therefore, is not the meaning of life in general, but rather the specific meaning of a person's life at a given moment.” (Frankl 2006)



LIVING WELL 2.64

- 🚩 I always feel grateful for what I have in life
- 🚩 I usually/often make time to think about how I am living my life and consider possibilities for how I can change
- 🚩 How I behave day to day sometimes reflects what is truly important to me
- 🚩 I sometimes feel I am going through life on automatic pilot
- 🚩 I sometimes feel I am living my life in a way that is useful to others
- 🚩 I sometimes think deeply about the purpose and meaning of my life
- 🚩 I rarely feel optimistic and confident about being able to shape my future
- 🚩 I rarely get involved in voluntary or community activities which are meaningful to me
- 🚩 I rarely spend time appreciating nature, the environment and beauty around me
- 🚩 I always feel driven to conform to expectations of success or 'perfection'
- 🚩 My work identity always overshadows the other parts of who I am

YOU HAVE MEANING, PURPOSE & DIRECTION WHEN...

... you make time to reflect on your life and work and whether you are making the contribution you want to, to the things you truly consider important; you make changes to refocus your efforts and energies towards the goals you value; you have a sense of perspective about your life's challenges and blessings and feel grateful for what you have; and you enjoy life and feel fulfilled.

RESILIENCE & EQUANIMITY



WORKING WELL 3.55

- How I have been treated at work in the past is never still an issue for me today
- I rarely feel bad about things I've said or done at work
- I usually/often recover quickly from negative or stressful events and the difficult emotions that result from them
- I usually/often think about my intentions and how I want to 'show up' each day when I arrive at work
- In a fast paced work environment, I am usually/often able to cultivate a sense of inner-calm
- I sometimes doubt myself more than I probably should at work
- I sometimes feel depressed at work
- I sometimes feel stressed or anxious at work
- I sometimes make an effort to change the aspects of my thoughts, feelings or behaviours that are unhelpful
- My emotions sometimes 'get the better of me' at work
- Uncertainty about my role and responsibilities is sometimes a source of concern to me

ABOUT RESILIENCE & EQUANIMITY

Equanimity (literally 'even mind') means maintaining a state of emotional stability and composure. **Resilience** emphasises our ability to endure yet subsequently recover from adverse circumstances, believing our distress is temporary – not catastrophic or forever. Being resilient helps us to successfully adapt to change and restore a positive sense of ourselves, others and our future following shock, frustration or disappointments.

For senior leaders, the interaction of high demands, constant change, limited time and a range of personalities inevitably leads to pressure and in some cases stress, in the workplace and at home.

99% of stress is generated internally by the beliefs we hold about situations. Stress is the over arousal of emotion; every time we feel stressed we are feeling a negative emotion of one kind or another, in an overdone way. (Ekman, 2013)



LIVING WELL 2.91

- Home is a place where I usually/often feel at ease
- I rarely feel depressed at home
- I'm usually/often happy with who I have turned out to be
- I sometimes avoid dealing with the big problems in my life
- I sometimes feel worried or anxious even when I am not at work
- I sometimes spend too much time dwelling on the negatives in my life
- I sometimes worry about my finances
- I rarely balance my own needs with the emotional needs of others
- I rarely express my emotions constructively to my family and friends
- I usually/often feel guilty or sad about not devoting more attention to my responsibilities outside of work
- I usually/often feel uptight or 'on edge'

YOU HAVE RESILIENCE & EQUANIMITY WHEN...

... you acknowledge, understand and respond constructively to your emotions in times of adversity, maintaining a sense of calmness and composure even when facing challenges; you 'bounce back' quickly after stressful events; you are 'in touch' with your emotional state and when necessary, can regulate your responses in emotionally charged situations; you rarely experience periods of anxiety, depression, self-doubt or guilt; and you balance your own emotional needs with those of other people in your life.

VITALITY & ENERGY



WORKING WELL 2.55

- I am usually/often careful about my caffeine intake (<4 caffeinated drinks per day and none after 6pm)
- I usually/often eat nutritious meals and snacks at work
- I usually/often keep well hydrated throughout the work day
- I sometimes have plenty of 'get-up-and-go' / energy at work
- I rarely control my schedule to avoid back-to-back meetings and allow time for thinking
- I usually/often feel drained at work
- I rarely feel well rested at the start of the workday
- I usually/often spend long periods sitting down at work
- I rarely take breaks during the work day to recharge my batteries
- I rarely use breathing techniques as a tool to slow down and stay calm
- I never 'unplug' from work and technology at least one hour before bedtime

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)



LIVING WELL 2.36

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

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.

BALANCE & BOUNDARIES



WORKING WELL 3.00

- 🚩 I always have sufficient flexibility in my work arrangements to meet my needs
- 🚩 My personal/family life never has a negative impact on my work life
- 🚩 I rarely feel I am drowning in unnecessary admin or 'red tape' at work
- 🚩 I rarely feel distracted by family or personal matters when I am at work
- 🚩 I usually/often feel what others want from me at work is reasonable
- 🚩 I am rarely happy with the amount of time I spend working
- 🚩 I rarely mentally transition from being in work mode before I get home
- 🚩 In my role I usually/often feel pulled in too many different directions
- 🚩 My workload usually/often places me at risk of burnout
- 🚩 When I feel overloaded at work, I rarely take steps to alleviate the demands on me
- 🚩🚩 My work days always feel like a race against the clock

ABOUT BALANCE & BOUNDARIES

We live in an era when 24/7 connectivity can create a constant source of job-to-home spillover. Along with extended hours and our many other roles outside of work, this makes for one giant juggling act. The result = a huge reduction in our 'downtime' and a hit on our wellbeing. Yet, we can choose to exercise self-determination in what we accept (and what we do not) in order to break the cycle of overload.

The responsibility is yours to take - seize control of your schedule, set clear expectations for yourself (and others) about your working hours and availability and establish a rhythm or pattern to your week that doesn't leave you depleted. Sustainable effort is the key here: people who have time to fully engage in their 'out-of-work' lives will be more satisfied, more productive and a greater asset in the long term.

Australian research shows that employee wellbeing is more influenced by individual effort than by organisational policy and programs. (Zheng et al 2015)



LIVING WELL 2.64

- 🚩 I always have sufficient flexibility in my home life to accommodate unplanned work demands
- 🚩 I rarely feel I am drowning in household chores or personal / family administration
- 🚩 I usually/often feel what others want from me in my personal life is reasonable
- 🚩 I sometimes feel distracted by work issues when I am with family and friends
- 🚩 I sometimes have good discipline in 'switching off' from work when I am at home
- 🚩 My work life sometimes has a negative impact on my family/personal life
- 🚩 I usually/often feel stuck on 'fast-forward' and I would usually/often love a slower pace and more tranquillity in my life
- 🚩 I usually/often feel torn between my work and my family
- 🚩🚩 I never have enough time left for myself after attending to my work and family commitments
- 🚩🚩 Juggling my work and personal commitments always takes its toll on me
- 🚩🚩 My responsibilities in my personal life are always hard to balance with my work commitments

YOU HAVE BALANCE & BOUNDARIES WHEN...

... your working hours do not impinge on the other things in your life that are important to who you are or want to be; you are able to give your attention to people, activities and experiences outside of work, without feeling distracted by work demands; you have the right amount of work, most of the time, to feel stimulated and busy, without being overloaded or bored; and you feel 'in control' of your workload and work calendar.

INTELLECTUAL ENGAGEMENT & FLOW



WORKING WELL 3.09

- At work, I rarely lack the freedom to be innovative
- I usually/often strive to expand and challenge my mind at work
- My job and work environment usually/often enable me to play to my strengths
- I sometimes feel engaged, alert and 'switched on' at work
- I sometimes feel my skills and experience are being suitably stretched and challenged by my work
- I sometimes feel so absorbed by my work that I don't notice time passing
- I sometimes feel under-utilised at work and that I have more to offer
- I sometimes find it hard to stay focussed at work
- My work sometimes enables me to develop a sense of expertise and mastery
- At work, my ability to concentrate is usually/often compromised by competing demands for my attention
- I rarely feel genuinely satisfied with and interested in my work

ABOUT INTELLECTUAL ENGAGEMENT & FLOW

Achieving balance between the level of stretch in a role and your skills and experience is key to providing intellectual engagement. Too much stretch and you feel out of your depth, too little and you become bored. Neither condition is conducive to a state of 'flow' – being completely immersed in an activity with intense focus and creative engagement, now shown to be an essential ingredient for a happy and fulfilled life.

For senior leaders, achieving flow will only happen if you can control distractions, thereby reducing the mental stimulation from the multiple sources of information that are typical in your role. Unless you organise your work life and quarantine 'thinking time', your attention will be diffused and the opportunities for the concentration that leads to flow will elude you.

"The best moments usually occur when a person's body or mind is stretched to its limits in a voluntary effort to accomplish something difficult and worthwhile." Mihaly Csikszentmihalyi (1990)



LIVING WELL N/A

In the GLWS framework, Intellectual Engagement & Flow is solely addressed as a feature of Working Well. Accordingly, this section is intentionally blank.

YOU HAVE INTELLECTUAL ENGAGEMENT & FLOW WHEN...

... you feel intellectually stimulated and engaged by your work and easily become absorbed in what you have to do; you often achieve a deep level of concentration on tasks you enjoy; you can use your creativity and are able to innovate; your work provides opportunities for you to learn and expand your mind; you have a natural curiosity about new things and you feel satisfied that you are able to use your strengths to the best of your ability in your work.

YOUR REFLECTIONS AND COMMITMENTS

Having reviewed your GLWS Personal Wellbeing Report, take a moment to reflect on the key messages for you and to make a commitment to responding to the insights you have gained.



WELLBEING STRENGTHS

What or who is sustaining you and contributing to your wellbeing at this time?

What can you do to ensure these factors continue to sustain you?

Name 2-3 specific actions you want to take to make this happen

WELLBEING PRIORITIES

What are the wellbeing detractors that you feel are important for you to address?

List some ideas about what you can do to change how these aspects of your life and work are impacting you.

Name 2-3 specific actions you want to take to make this happen

TAKING THE NEXT STEPS

GUIDANCE FOR REFLECTION

There are many and varied reasons why people will complete the GLWS (e.g. organisational request, personal interest, professionally recommended). Whichever applies to you, you have now received this report on your current wellbeing, presenting an opportunity like no other to evaluate how you are looking after your wellbeing. The report offers suggestions for areas to look at NOW to enhance this, for your own benefit and possibly that of others close to you (your family, colleagues, employees and friends).

Your wellbeing is your responsibility and you make hundreds of choices daily that influence this. Others can help facilitate you taking actions (e.g. your organisation, your boss, your family) but they cannot provide wellbeing for you.

It is also not a task that you complete and then move on from. Wellbeing is a life-long project, a 'work in progress' that demands attention and adaptability as life events and experiences come and go. Using this opportunity with GLWS to start a habit of reflecting on your wellbeing is a good place to begin (if you haven't already).

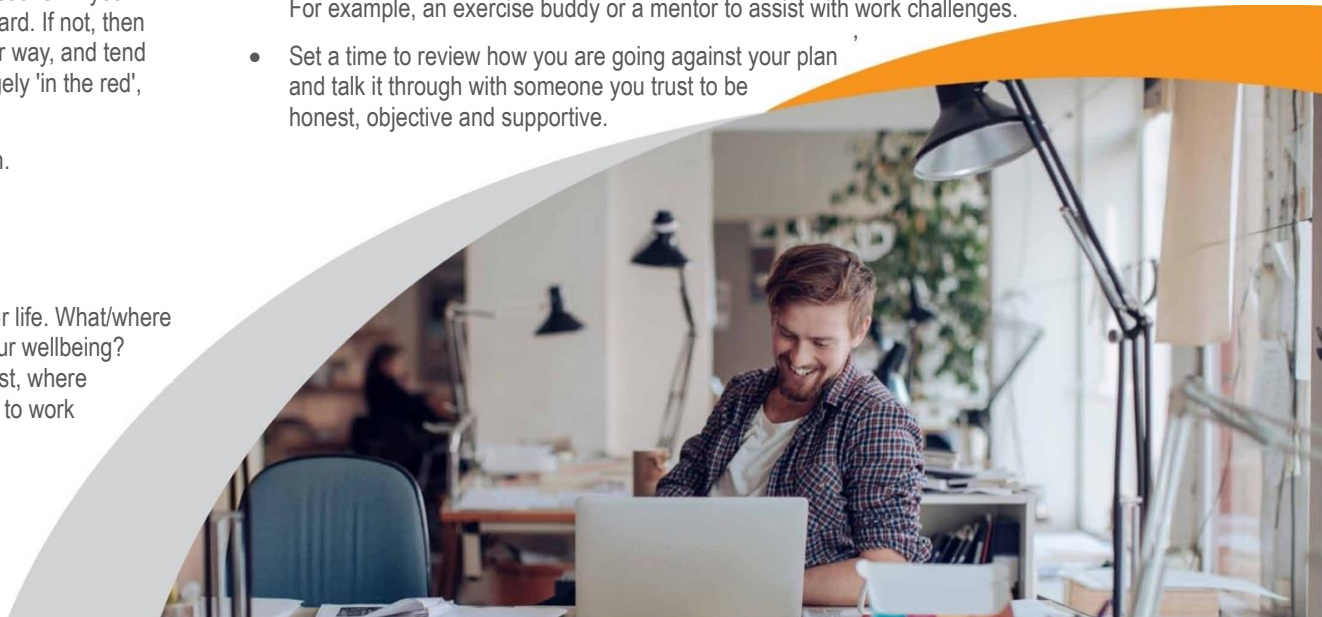
As you review your results in this report, pause and consider your response style i.e. how do you typically think about and rate yourself? Some people tend towards being lenient on themselves, perhaps focusing on the positives a little more than is realistic. Research shows that such 'self-deception' plays a part in most self-assessments. If you can see no obvious wellbeing priorities in the GLWS report, ask yourself if you have been truly honest in your responses to the questions? If you have, then congratulate yourself – you are attending to your wellbeing to a high standard. If not, then perhaps review your responses with this new lens of reality. Some people go the other way, and tend towards being overly self-critical in their self-assessments. If your GLWS profile is largely 'in the red', then consider this possibility. Could you 'focus on the good' a little more?

Review your profile with this in mind before selecting your priorities and making a plan.

TIPS ON COACHING YOURSELF

- Reflect on what it is that you are most fed up with about how you are leading your life. What/where are the energy drainers? What changes would make the biggest difference to your wellbeing? Identify 2-3 priorities to action – those aspects of your profile that trouble you most, where you feel you have most to gain from addressing them and where your motivation to work on them is high.

- Picture 'success' i.e. envisage living and working with better wellbeing. What's new in this picture? Set some goals for yourself with respect to these priorities. Ask yourself – how would I prefer things to be? What would make a difference to my wellbeing in this area? Try writing down a sentence to summarise what you want to achieve.
- For each goal, come up with 2 or 3 actions that you can take immediately or very soon. Ask your 'nearest and dearest' for ideas, or ask your coach. What will be the very first steps to take towards the goal? Note these down - procrastination is the enemy, so no matter how small a step, get started and when complete, add some more.
- Keep it simple. Be realistic with yourself about your time commitments and what is achievable: radical changes are not only more difficult to embed but also seldom deliver what you hope. Be gentle, be subtle, and start small.
- Do it for yourself, do it because you want to, do it because it matters to you.
- Some actions might be to seek professional input from an executive coach, doctor, nutritionist, psychologist, counsellor or others. The right knowledge can make a world of difference, so don't assume you know best.
- Ask for help from others e.g. colleagues for work actions, family and friends for personal actions. For example, an exercise buddy or a mentor to assist with work challenges.
- Set a time to review how you are going against your plan and talk it through with someone you trust to be honest, objective and supportive.





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