

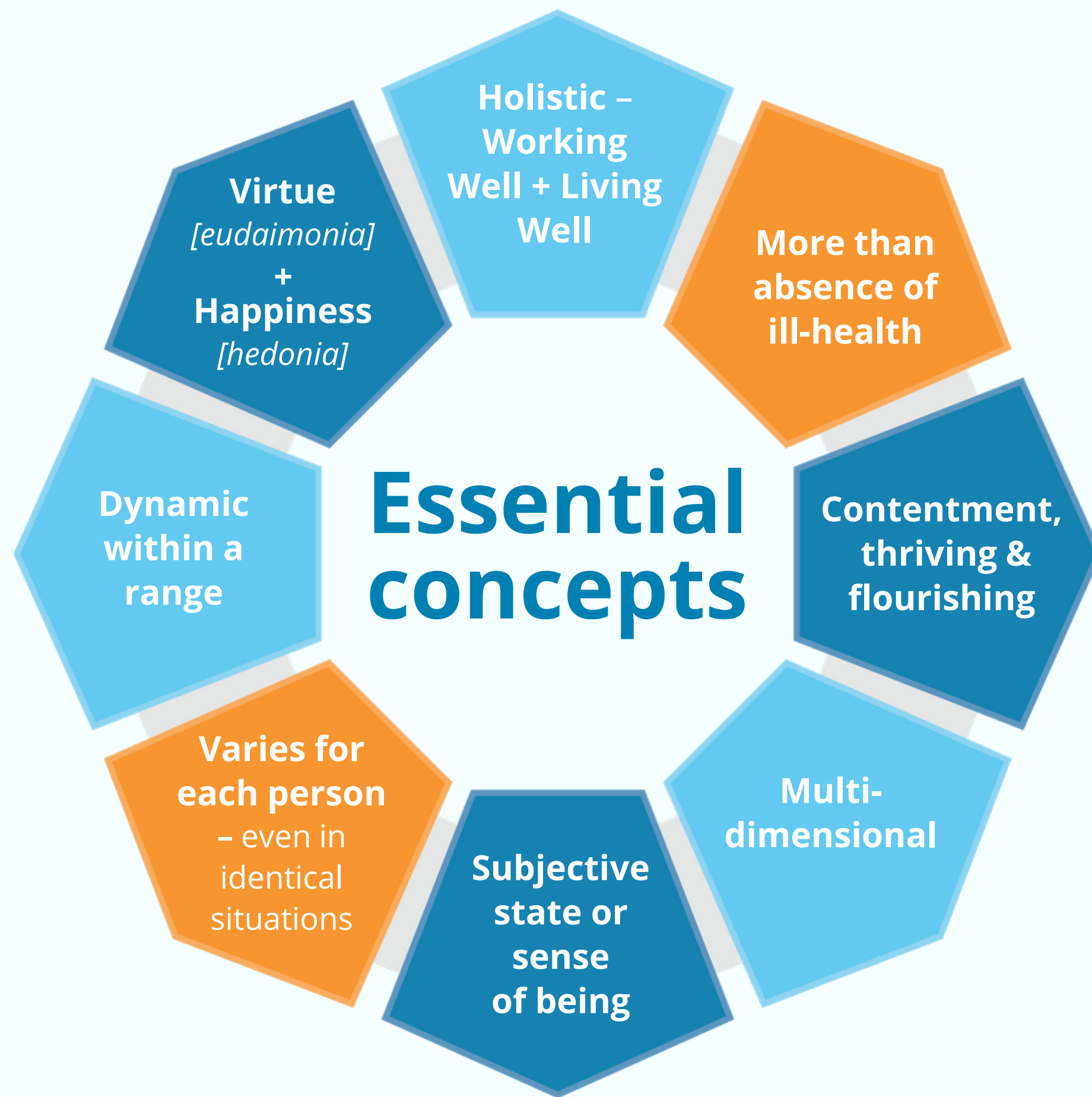


GLWS Reach Wellbeing Series

Calm in Chaos

Wellbeing | Foundation for Leaders

EEK & SENSE



Audrey McGibbon

CEO and Cofounder, GLWS

Definition of Wellbeing



"Wellbeing is a careful balancing act between an individual's resources (**ASSETS**) and the particular challenges (**LIABILITIES**) being faced, in the workplace and in their personal life at any one time. When individuals have more challenges than resources their wellbeing dips, and vice versa."



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The Framework



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Resilience & Equanimity

Our inner strength and
emotional evenness



Working Well

Aspects of Wellbeing affected
by our professional lives

Living Well

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



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Resilience

The ability to bend, flex, endure
and adapt in the face of adversity



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Equanimity

Evenness of mind, remaining grounded and calm on the inside - even when bad things happen



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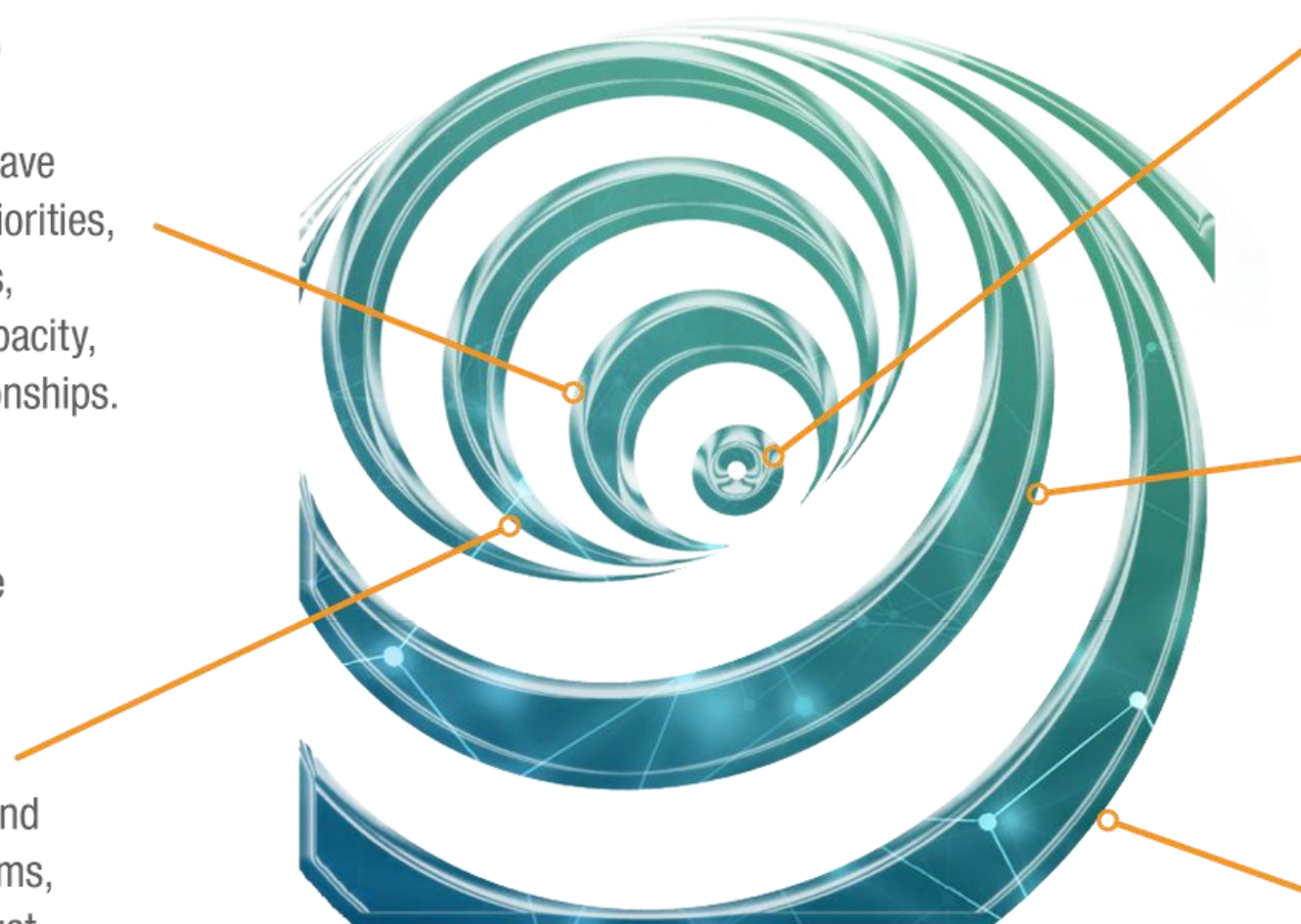
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Everyone TOLLS with responsibility for wellbeing

How to lead and embed wellbeing

Team — an intact team needs to identify and work on its combined wellbeing strengths and hot spots, have clarity around its goals, roles and priorities, as well as efficiency in its processes, operating rhythm and resourcing capacity, and high quality interpersonal relationships.

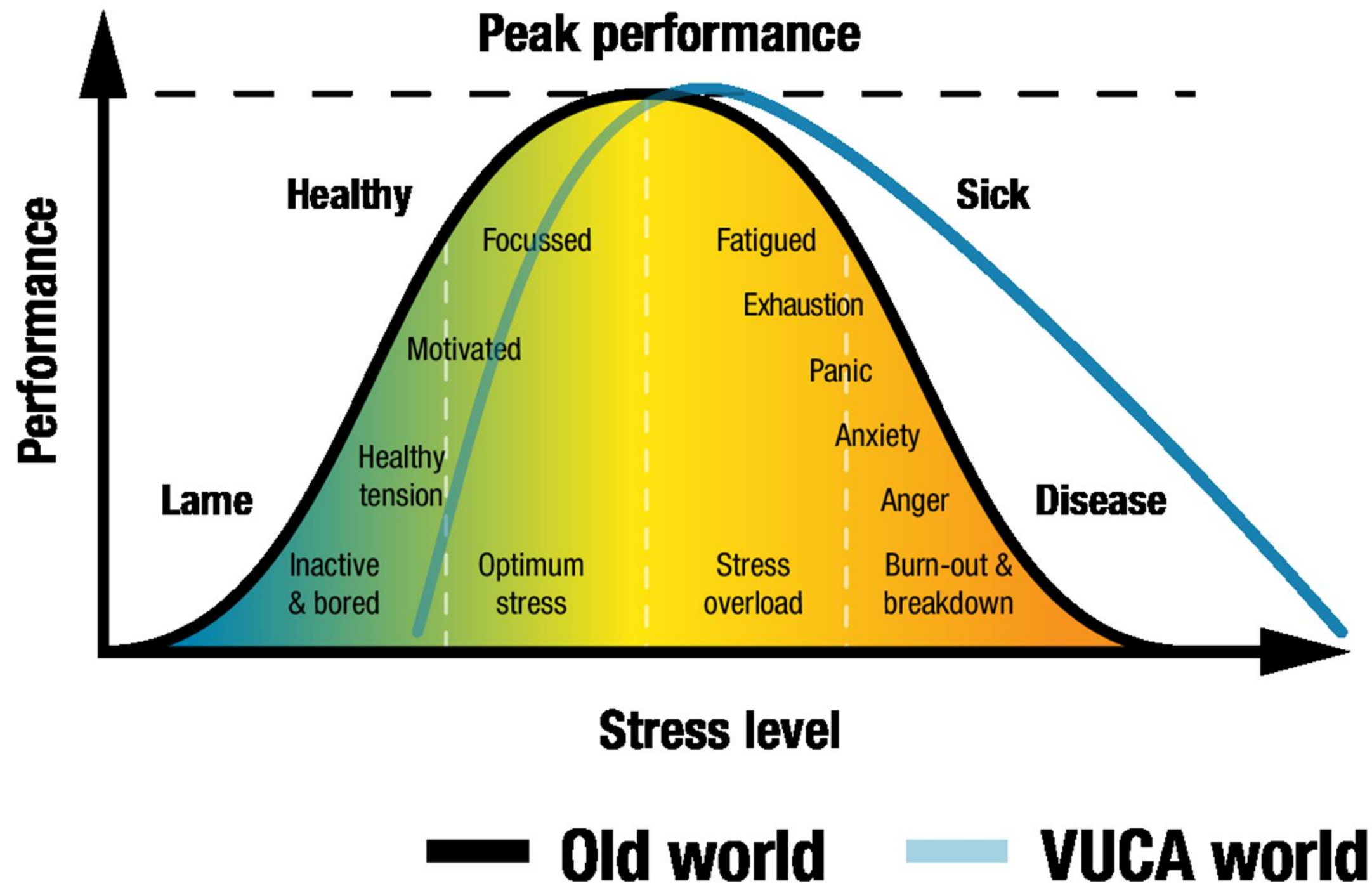
Organisation — the executive team and board need to appreciate wellbeing as a complex, adaptive, emergent and dynamic challenge which requires direction, oversight and investment in people, policies, systems, culture, governance and risk – not just ‘wellness programs’.



Individual — each person must sit at the centre of their own wellbeing, it is only they who can make the commitment and choose to prioritise improved self-care.

Leader — has to step up by role-modelling good wellbeing practices themselves, be considerate of the shadow they cast on others’ wellbeing, embed reliable wellbeing disciplines for their people and sponsor change in the system and culture.

Society & government — the role and actions taken by governing bodies, institutions and professional bodies alongside social movements and advocacy for wellbeing and mental health set the tone, frame and context for cultural, economic, social and psychological wellbeing.



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Organisations as 21st Century human pressure cookers

- » Wellbeing profiles of 2,720+ senior leaders
- » 330,000+ responses to questions

- 60% drowning in unnecessary admin or 'red tape' at work
- 60% stressed and anxious while working
- 60% prone to high levels of self-doubt
- 75% feel pulled in too many different directions in their roles
- 80% say concentration is compromised by competing demands on attention
- 63% describe being at risk of burnout
- 46% say politics at work detract from their wellbeing
- 28% go as far as saying they experience toxic relationships at work
- 23% almost never get adequate sleep
- 5% feel they 'never or rarely' trust their boss.



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4 steps to guarantee leader-led wellbeing sticks

1 Learn it

Educate your leaders about wellbeing, mental health and the impact on economic and social outcomes.

2 Live it

Ensure leaders take a deep dive into the factors that drive and sustain their own wellbeing – get them to do the GLWS and prioritise their own self-care

3 Lead it

Hold your leaders to account and reward them for prioritising and attending to wellbeing for their teams

4 Embed it

Recognise and celebrate wellbeing champions who influence and drive systemic change towards a more sustainable future



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Stress is triggered by disruption and loss of control



When our expectations are disrupted we experience **loss of control** (“amygdala hijack”)



The results can be overload and **dysfunctional behaviour**



We must **recalibrate**



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Rewiring the stressed brain

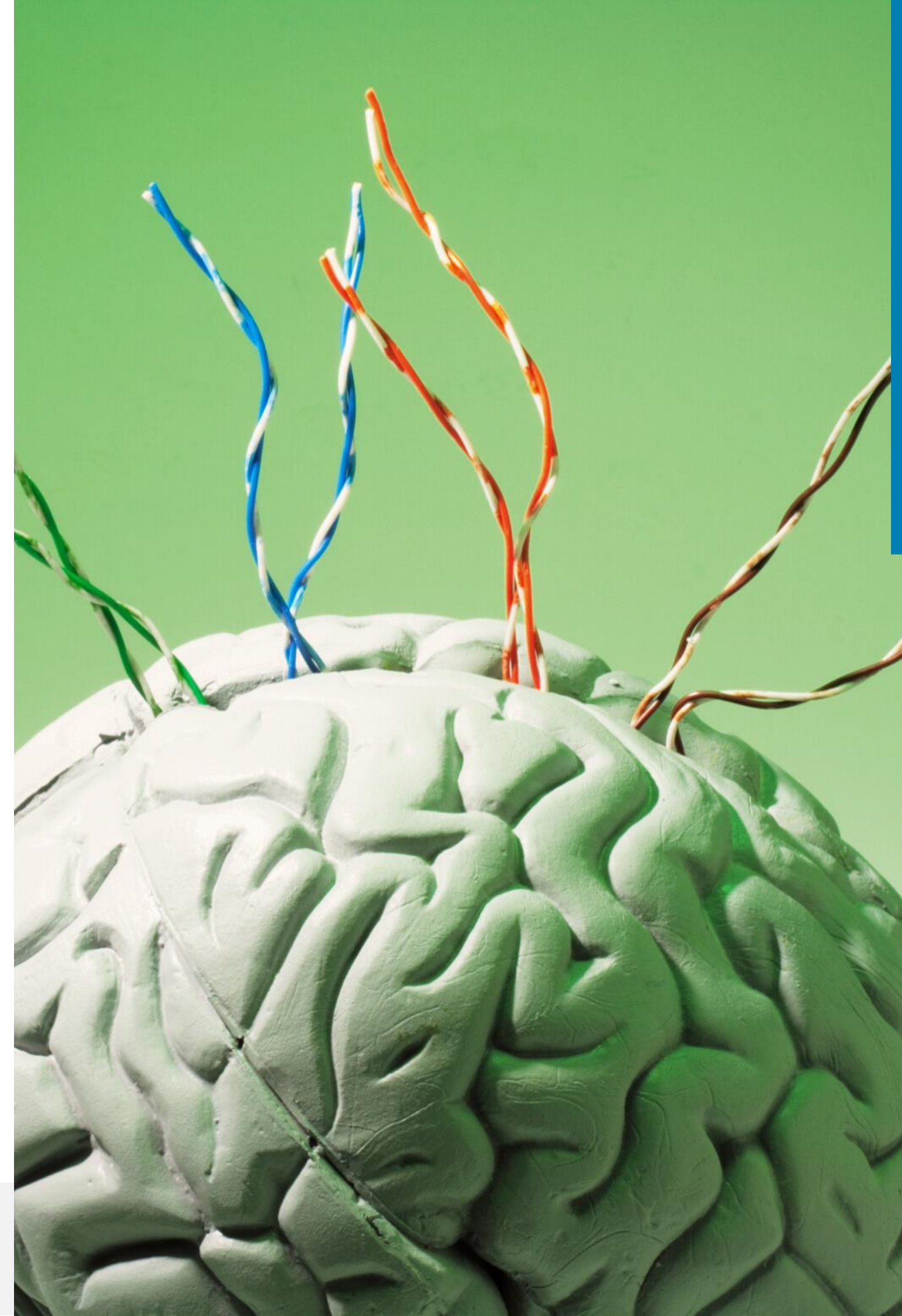
Activating the parasympathetic system

Recalibrate, switching back to normal as soon as possible

- Use the 6-second rule. Waiting for just six seconds causes the brain chemicals that cause amygdala hijacking to diffuse away
- Instantly clench, hold and relax your muscles

Engage prefrontal cortex

- Take conscious control over knee-jerk reactions
- Act deliberately in the opposite direction of any volatile, negative or moody feelings
- Analyse recurring triggers and determine more appropriate response
- Use a skill to disagree and choose healthier responses in similar situations
- Focus on a pleasant image



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Addressing the presenting Symptoms:

'In the moment' tips and strategies to assist with short-term recovery and immediate relief from emotional distress, sense of overwhelm and amygdala hijacks.

Short Term

vs

Long term

Identifying and working on the underlying Causes:

Tools and techniques for long-term prevention and management



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Calm & Equanimity - What is this about?

- » Techniques to lower your level of “arousal”
- » Help you to activate the PNS
- » Learn to relax and switch off

THIS IS IMPORTANT FOR EVERYONE, in
today’s busy and disrupted world



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Calming your stressed mind – R.A.I.N.

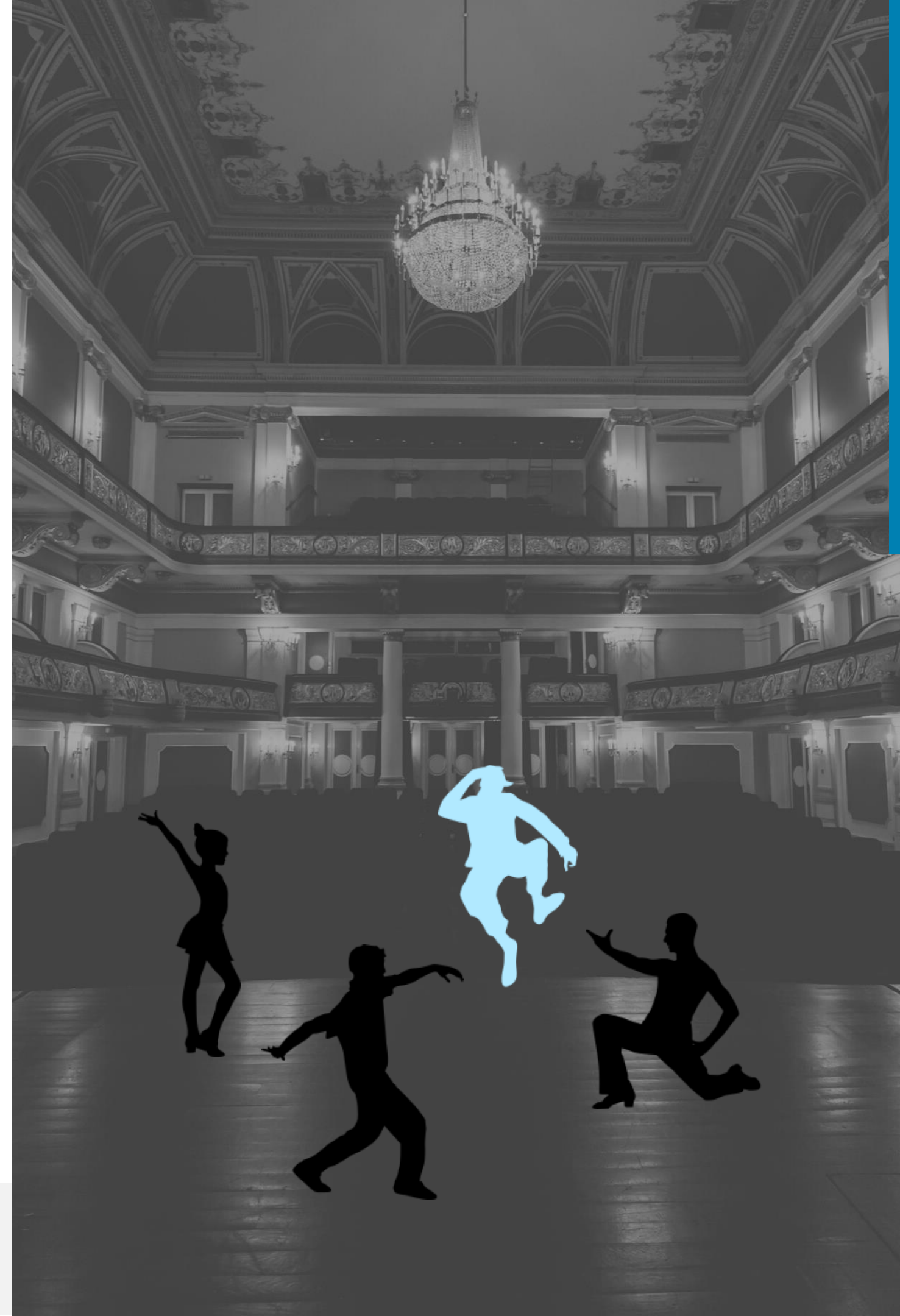
Use R.A.I.N. as an immediate circuit breaker



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Calm your stressed mind – Actors on the Stage

Think of your mind as a stage....



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S.T.O.P. to *respond* rather than *react*

- » Say to yourself 'Stop'
- » Take a breath
- » Observe what is happening
- » Proceed (having thought about how best to act)



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Emotional contagion

- » Our emotions are contagious
- » Mirror Neuron System
- » The 'emotional culture' of a workplace influences engagement, collaboration, creativity and performance



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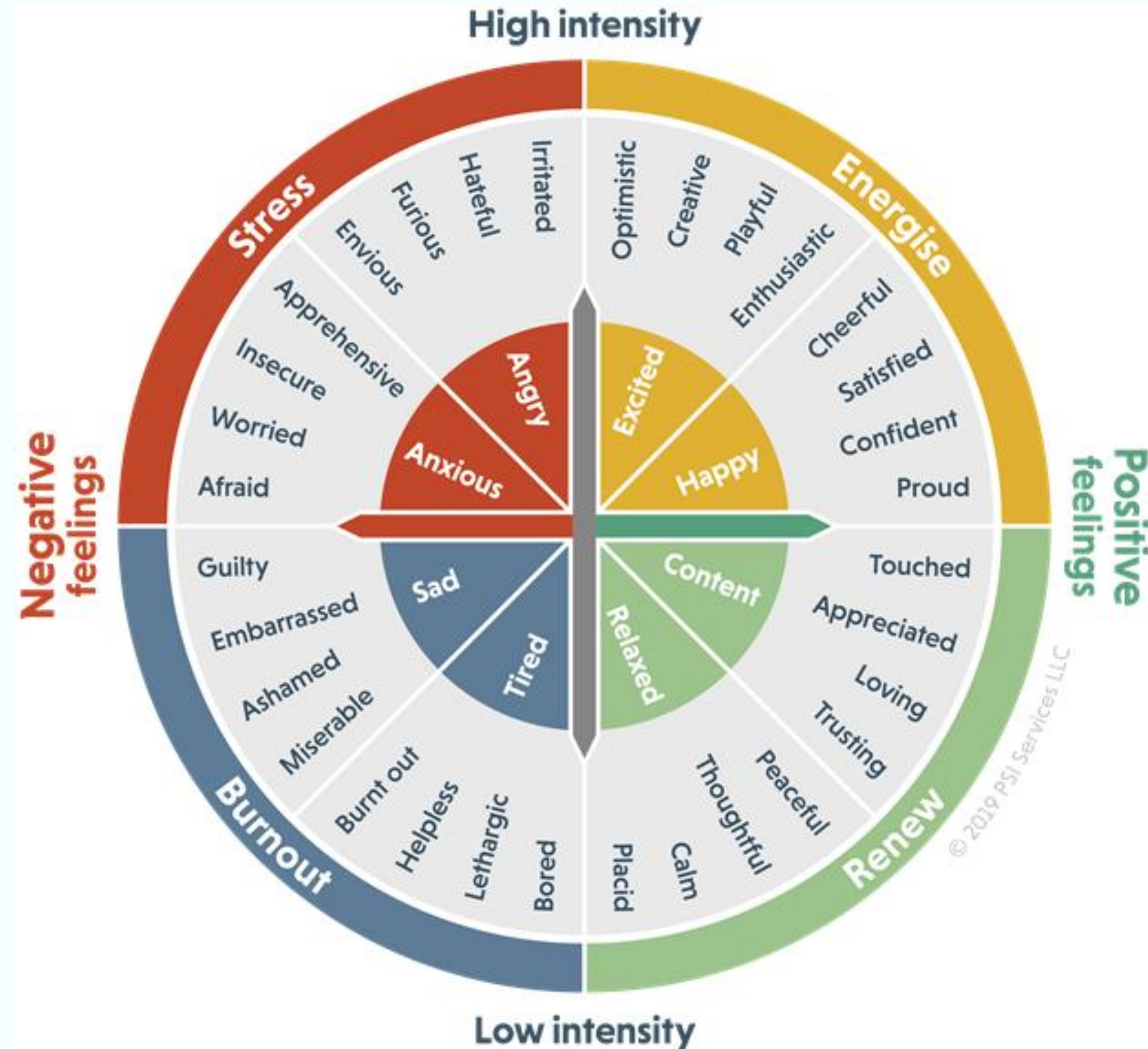


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Becoming more aware of your feelings



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What do we mean by 'Emotional Composure'?

Balance between control and healthy expression of emotions

Key component of Emotional Intelligence (EQ)

Sources: *World Economic Forum 2010; **Boehm & Lyubomirsky 2008; ***HBR 2012



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To ensure you are constructively expressing your emotions

- Think about your intentions and the impact of speaking up.
- Be clear about your 'why' for sharing your views/feedback.
- Recognise your emotions are subjective and unique to your interpretation of your experiences. They're your truth, not others'.
- Don't respond while you're experiencing an elevated physiological or emotional response e.g. stomach lurch, sweaty hands, feeling sick, angry, racing heartbeat or rapid breathing – wait until these have settled.
- Remember your behavioural and expressive responses, including body language (frowning, pointing your finger, a raised voice, frequent interruptions) speak louder than your actual words. It's your tone and manner that carry most sway.
- Practise constructive, clear and assertive (but not aggressive) ways of expressing your emotions



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Balancing Negative Thinking



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How to be 'More Positive'



Take In The Good (TITG):

Develop a habit of making sure the first thing you do, think or say picks out a positive in any experience.



Look for positive facts, and let them become positive experiences:

Be clear with others what you most value and appreciate in them.



Remember to savour the good experiences:

Find "3 good things" in every day. Use them as antidotes to soothe and balance perspective and to build your memory bank of positive stories.



Go out of your way to say or do something kind:

Give sincere and specific compliments to people you care about. Go out of your way to be nice and show kindness without expectation of anything in return.



Develop a true desire to support other people:

Delight in others' wellbeing - it's a proven indicator of our own happiness, so look for opportunities to offer your help



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Self-doubt and Imposter Syndrome

Warning signs

External Triggers

- Prospect of being judged negatively by others
- Receiving real or perceived criticism
- Need for praise, approval or validation
- Fear of being disliked

Internal Triggers

- Doubting my skills or right to act
- Making unfavourable comparison with others ('X would do this better than me')
- Lack of perspective about mistakes or consequences of things going wrong
- Inability to tolerate discomfort or rising intensity

Reactions

Upsetting thought distortions

- 'All or nothing' 'either / or' thinking
- Mind-reading
- Making predictions and assumptions about what others will think
- Holding myself to unnecessarily strict rules or higher standards
- Convincing or deluding myself to justify my actions
- Exaggerating or catastrophising the outcomes

Unpleasant feelings

- Anxiety, agitation, het up, unable to settle, preoccupied, uncomfortable, ill at ease

Counterproductive behaviours

- Avoidance, safety seeking or destructive behaviours

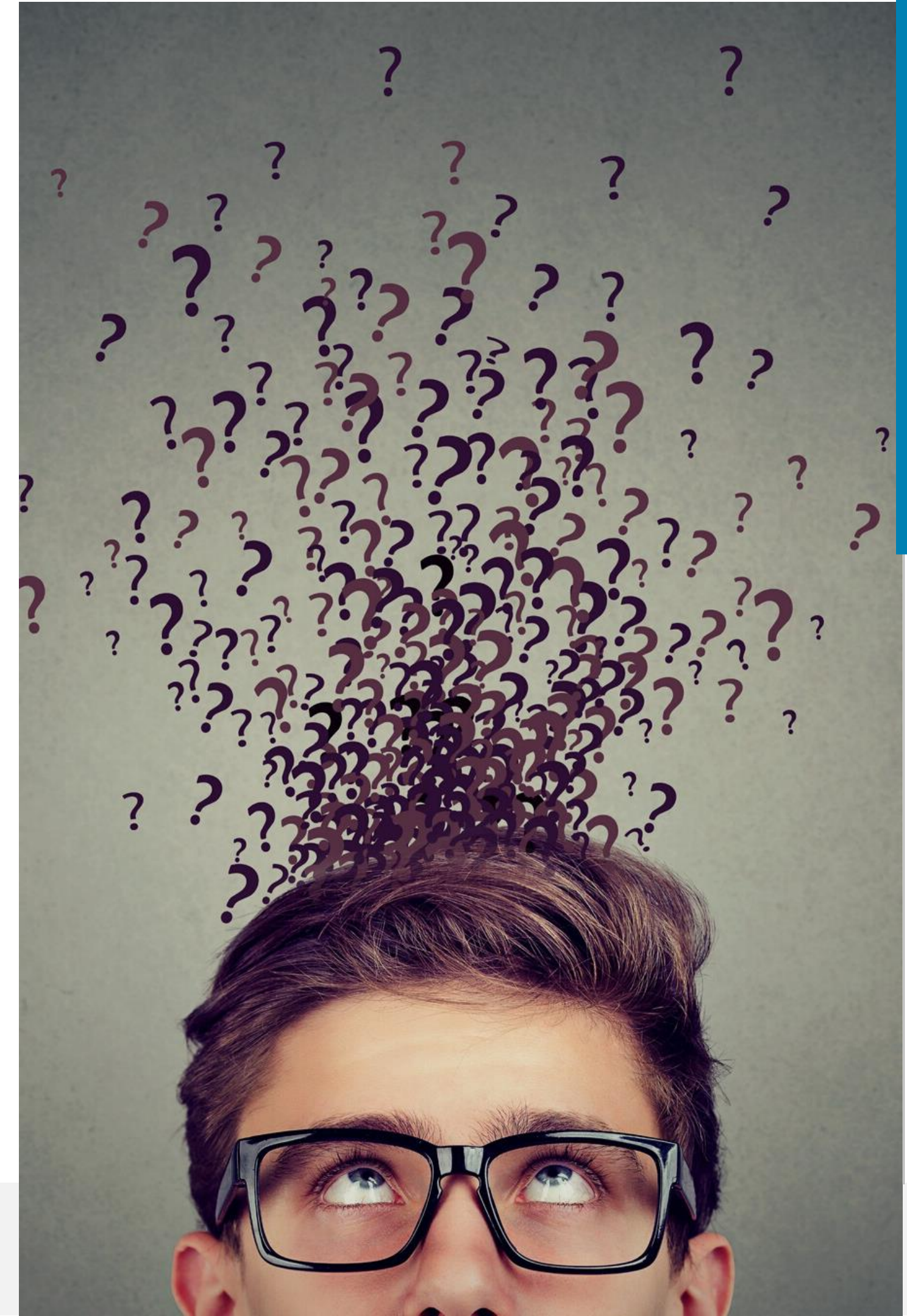


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Managing self-doubt and 'Imposter Syndrome'

- Know your triggers
- Use self-regulation strategies
- Draw on others to help you get perspective.
- Watch out for and challenge organisational cultures bosses or teams that exploit self-doubt.
- Watch out for and catch yourself doing it – recognise it for what it is, acknowledge what your mind is up to and encourage it to move on.
- Finally, try to stop comparing what is on your 'insides' with what you see on everyone else's 'outsides'
- Nurture yourself
- Face your fears
- Do a 'coping assessment'



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'Faulty' thinking

- » Fortune telling
- » Mind-reading
- » Emotional reasoning
- » Catastrophising
- » 'Must' and 'should'
- » 'All or nothing'
- » 'Either / or '



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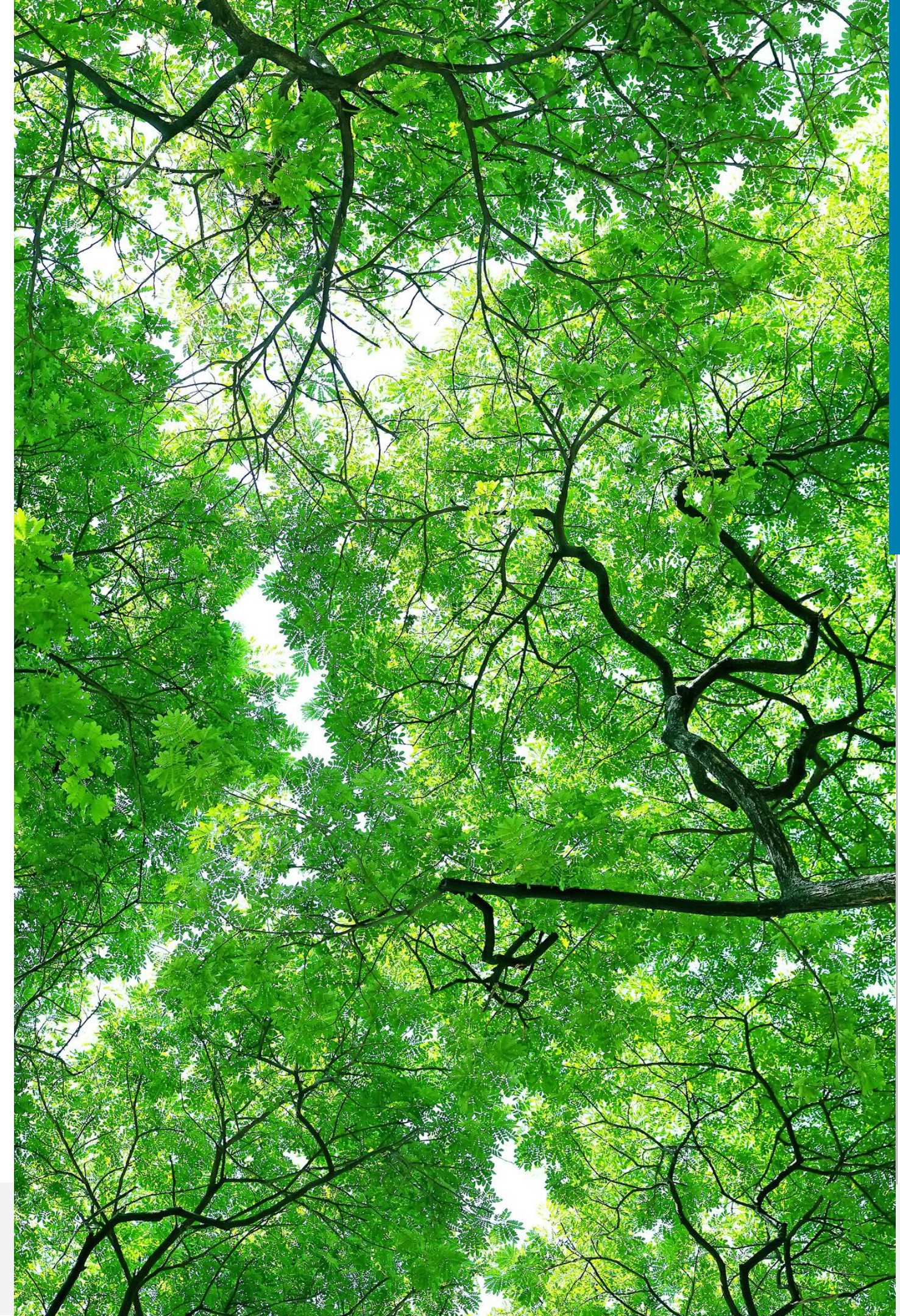
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Reframing

- » What would you say to a friend who had this thought?
- » How important will this issue be when you look back on it in 3 or 6 months' time?
- » What could you tell yourself that is more reasonable and helpful?
- » What thought will help you to act the opposite of the unhelpful belief?
- » Use the 'pretend as if' technique



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