



**Create lasting positive change  
with GLWS workplace  
wellbeing programs**



**"This was an excellent program – very well structured and exceeded my expectations. The GLWS is an excellent tool and process, providing for deep reflection and valuable insights into all aspects of wellbeing."**

John White, Director CarmanWhite, Australia

# **GLWS can help your organisation 'Learn, Live, Lead & Embed' better wellbeing for all.**

With the GLWS framework in place, enabling wellbeing becomes the cultural norm, role-modelled by well, thriving leaders.





# About GLWS.

- Established in 2015 by experienced organisational psychologists in response to the alarming prevalence of largely avoidable burnout risks among high achievers.
- Predicting the phenomenon of wellbeing as it has now become, the imperative was to help senior leaders reach, maintain and sustain their peak performance by prioritising wellbeing in ways authentic to each individual.
- The GLWS wellbeing framework and survey were painstakingly developed, have become groundbreaking flagships and are augmented today by a wide range of connected services.
- Corporate psychologists develop all the tools, with the latest wellbeing research at their core.
- Supported by a global network of highly qualified leadership consultants and coaches with deep expertise in wellbeing that has been honed over many years.



# Our services.

- **Wellbeing advisory:** thought leadership and consultation on key wellbeing issues.
- **Digital wellbeing solutions:** online training and development tools to build wellbeing capabilities.
- **Wellbeing practitioner support:** professional development and tools for experienced coaches.
- **Leader wellbeing support:** tailored programs for individuals, teams and leadership cohorts.



## OUR SERVICES

# Wellbeing advisory

- Keynotes, leadership events, conferences.
- Virtual 'Chief Wellbeing Officer' in-sourced executive support.
- Co-creation of wellbeing strategic plans, aligned to enterprise strategy, integrated with business plans and embedded organisation wide.
- Wellbeing coaching, mentoring and guidance to executive leaders and inhouse practitioners.
- Strategic design and management of programs / initiatives to create and sustain a high performing culture – where wellbeing is the lever.





## OUR SERVICES

### Digital wellbeing solutions

- Rigorously developed suite of technology enabled wellbeing solutions.
- Valuable for education, assessment, development and training support.
- Suitable for use with senior executives, leaders, wellbeing practitioners and employees at all levels.
- Available via GLWS official strategic delivery partners.
- Available under licence to inhouse experts, without consulting support.\*
- Available under licence, via preferred third-party consultants.\*

\* Accreditation required



## OUR SERVICES

# Wellbeing practitioner support

- [Professional development and capability building](#) for experienced coaches, psychologists, consultants and inhouse OD/L&D practitioners.
- [Level 1 Accreditation](#) – GLWS Certified Practitioner program.
- [Level 2 Accreditation](#) – GLWS Master Practitioner program.
- Train the trainer accreditation for [GLWS Reach Wellbeing program](#).
- Evidence-based [wellbeing development resources](#) and [toolkits](#), researched, created and curated to enable self-sufficiency and DIY build of wellbeing programs.





## OUR SERVICES

### Leader wellbeing support

- Personalised wellbeing programs, custom designed and delivered in collaboration with our strategic partners.
- Flexible scaled application suitable for 1 – 1000 leaders, intact teams or integration within broader leadership development programs.
- Individually tailored needs assessment and wellbeing profiling via GLWS Survey/Reports; confidential executive wellbeing coaching; extensive development resources; follow-up and check-ins.
- Optional inclusion of customised masterclasses, workshops and eLearning.
- Pre and post measures, review and impact evaluation.

# What we do best.

- Design credible and valid wellbeing measurement tools, reports, learning and development resources.
- Design 'hi tech + hi touch' wellbeing solutions, combining psychological science, digital enablement and human-centred design.
- Conduct data-driven wellbeing needs analysis, providing insights for targeted risk reduction, support and education.
- Improve wellbeing and performance outcomes – not one at expense of other.
- Build enterprise wide wellbeing capabilities, by deploying leader-led strategies.
- Connect with the best delivery partners and experts.
- Measure the impact and benefit for individuals, teams and organisations.



# A closer look at our products

# Our wellbeing survey.

Designed to boost the subject's awareness of their own wellbeing even before they've seen the results.

**Section One: WORKING WELL**

When responding to the following questions, reflect on your thoughts, feelings, actions and experiences **at or about work**.

Answer every question by indicating which response is most applicable for you at this time

	Always	Usually / Often	Sometimes	Rarely	Never	Not answered
I derive a sense of meaning and purpose from my work	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel depressed at work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
I feel distracted by family or personal matters when I am at work	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel respected at work and that other people take me seriously	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel my contribution at work is valuable and makes a difference	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
At work, I lack the freedom to be innovative	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel my personal values align well with those of the organisation I work in	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I think I am in the wrong job for me	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have plenty of 'get up-and-go' / energy at work	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My work days feel like a race against the clock	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel able to shape my future at work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>

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**WORKING WELL Overall Evaluation**

Reflecting generally on the questions you have answered so far in Section One of GLWS, how do you rate your overall wellbeing at work at this time in your career?

Very high wellbeing at work	Fairly high wellbeing at work	Neither high nor low wellbeing at work	Fairly low wellbeing at work	Low wellbeing at work	Not Answered
<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

*End of Section One: Working Well  
Please continue to Section Two: Living Well*

2. So far, what have been the benefits to you of completing this survey? (Select any that apply)

- ☒ It's been an opportunity to pause and reflect on myself and how I am going
- ☒ It has prompted me to think more deeply about my wellbeing
- ☐ It has reinforced what factors contribute positively to my wellbeing
- ☒ I have recognised the need to change some unhelpful behaviours and habits
- ☐ I am pleased and feel encouraged about my employer making this commitment
- ☐ Other

3. Have there been any downsides or concerns for you about completing this survey?

It has made me think about some issues I have been ignoring, which is distressing but I probably needed to think about them....

**Overall Evaluation**

On the whole, how satisfied are you with your life?

Very satisfied	Fairly satisfied	Neither satisfied nor dissatisfied	Fairly dissatisfied	Very dissatisfied	Not Answered
<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Taking all things together, how happy would you say you are?

Very happy	Fairly happy	Neither happy nor unhappy	Fairly unhappy	Very unhappy	Not Answered
<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Reflecting on how you have felt, thought or behaved at work and in your personal life over the past few months, how do you rate your overall wellbeing at this time?

Very high overall wellbeing	Fairly high overall wellbeing	Neither high nor low wellbeing	Fairly low overall wellbeing	Very low overall wellbeing	Not Answered
<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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

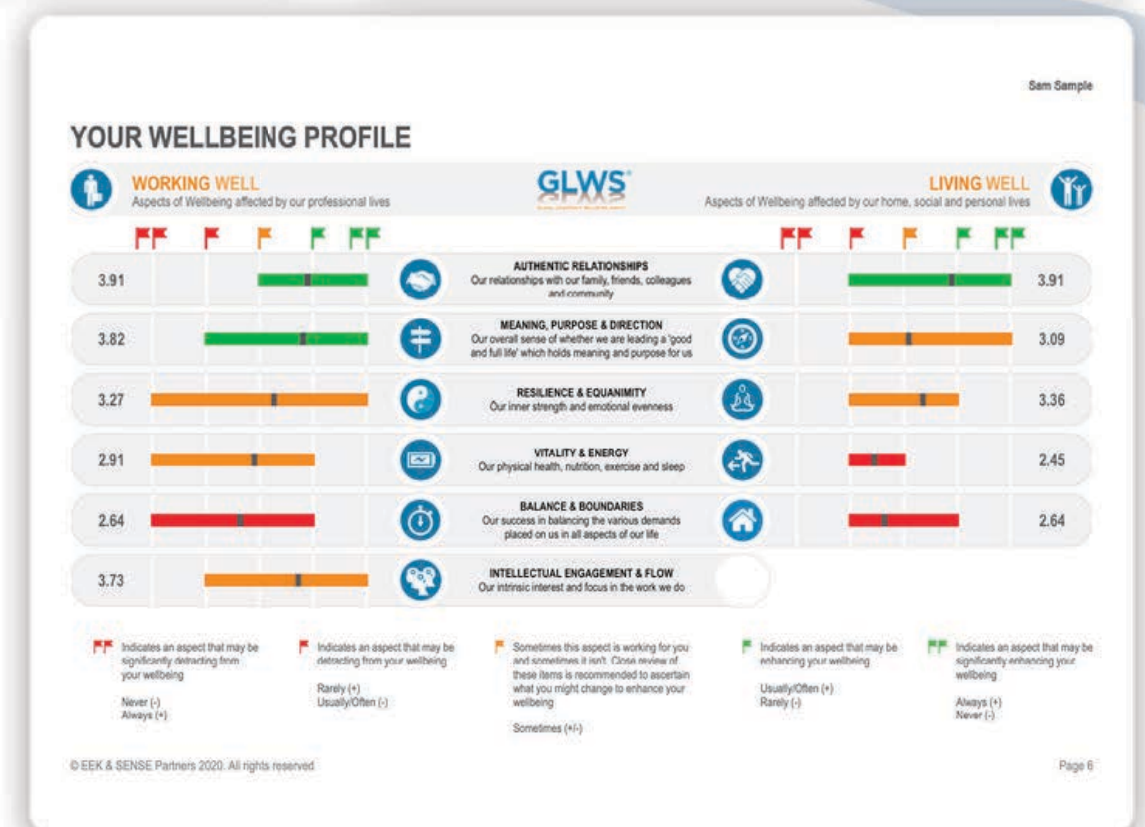
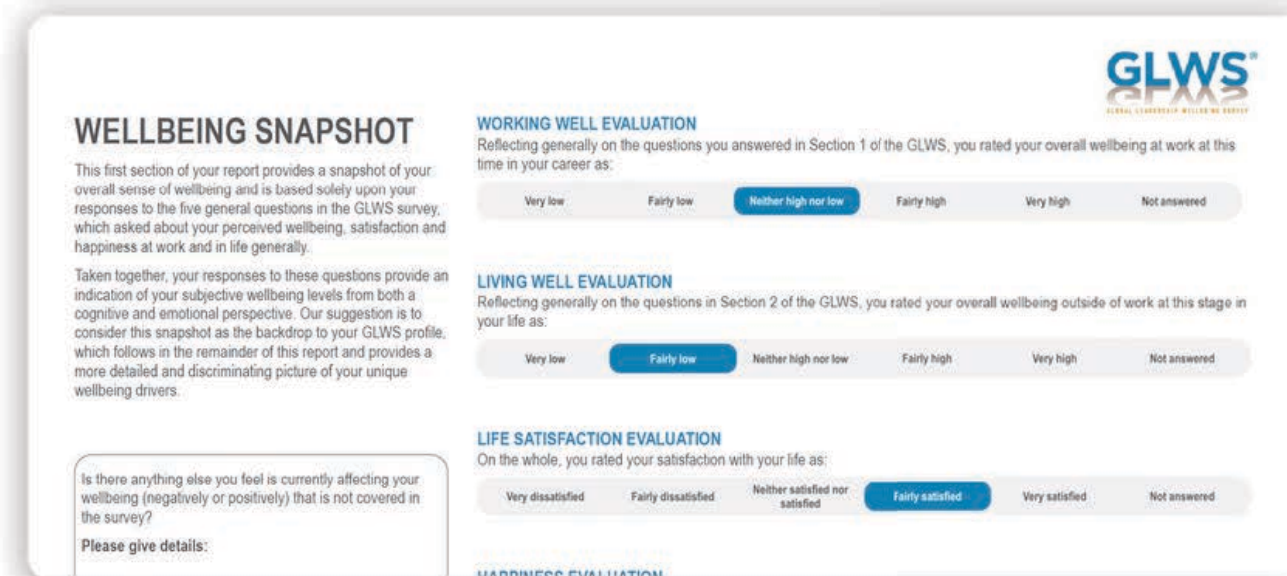
Uncertainty regarding org restructure.

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# Our wellbeing reports.

Get to the heart of what's shaping a leader's wellbeing, both at work and at home - and make steps to improve in all areas.



## 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	WELLBEING PRIORITIES
What or who is sustaining you and contributing to your wellbeing at this time?	What are the wellbeing detractors that you feel are important for you to address?

## AREAS OF DIFFERENCE IN THE GROUP

### UNDERSTANDING THE GROUP DIFFERENCES

As you know, some 'averages' are not 'true averages' – when we examine the underlying data we may see that in context, this means we need to be wary of leaping to the conclusion that an average score of 3 or more means everyone's feelings and experiences within the group, some of which may be decidedly not ok.



**"The GLWS is thorough and considered, and not glib like the usual. It's a powerful tool to help each individual figure out their personal non-negotiables at this stage in their lives."**

Cassandra Goodman, Executive Coach & Facilitator, Thrive Global / Author, Self-Fidelity



# Our wellbeing capability framework.

This is how well individuals, teams and organisations behave.

Do you see familiar behaviours here?

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



# Our wellbeing framework.

The domains of wellbeing we focus on through the GLWS survey and reports.







## About the CEO.

Audrey McGibbon wishes she knew at 30 what she now knows at 50+. The link that connects success, strong and sustained performance, sense of fulfilment, life satisfaction and happiness seems so obvious now – wellbeing – but has taken a lifetime of experiences and 30 years as a psychologist to fathom!

- MA (Hons) in Psychology and Business
- MSc in Psychotherapy Studies
- Registered Psychologist – Australia
- CPsychol (Chartered Occupational Psychologist – British Psychological Society)
- Associate Fellow – AfBPS
- Member of the BPS Division of Occupational Psychology section
- Member of the BPS Division of Psychotherapy section
- MAICD

# Why is focusing on wellbeing so important?

- Wellbeing doesn't discriminate – everyone needs it, even (or especially) those in big jobs with more responsibility and pressure. Those who feel invincible are especially vulnerable.
- The vast variation in needs and circumstances makes wellbeing a complex challenge for organisations, leaders, teams and individual employees to meaningfully support.
- In the context of the current global and chronic uncertainty, increased pressure and rate of change, this complexity has ramped up again.
- Now more than ever, we need to help individual leaders to prioritise and focus on their own wellbeing as:
  - an act of self-care
  - an obligation to all those within their sphere of influence.
- Wellbeing doesn't simply affect an individual leader's own performance and happiness - its ripple effect is known to have a significant impact on the wellbeing and performance of those around them, at home and at work.
- Whether 'thriving', 'striving' or 'struggling', every leader stands to benefit, directly or indirectly.



**Our uncertain world is having a  
momentous effect on wellbeing within  
organisations – from the top down.**



# Macro influences on wellbeing.

## Political

- Politics of hope, fear, populism, inequality and polarising ideologies
- Intense geopolitical dynamics, corrupt, unstable govts, loss of institutional trust
- Escalating intolerance, protests, violence
- Alternative indices to GDP to measure prospering

## Economic

- Wellbeing ROI is clear / nonsensical to ignore
- Well leaders are innovative, agile and collaborative
- Well employees are more productive and cost less
- Wellbeing is a major factor in lowering NFR culture and conduct risks

## Social

- Shift in societal values
- Generational trends placing a priority on wellbeing
- Uprising of social purpose leadership and impact
- Changing attitudes to career, lifestyle and success
- Better awareness of cause and effects of mental ill-health

## Technological

- 24/7 connectivity, Internet of Things, AI and Big Data
- Brain-gut-axis neuroscientific progress
- Digiceuticals i.e. apps, wearables and biosensors
- Personalised, precision and virtual support opportunities

## Legal

- Employers obligated under law to minimise 'foreseeable' risks
- Includes 'psychological injuries' from overwork, poor change mgmt / support / relationships
- Pandemic related law reform
- Wellbeing risks must be measured before they can be managed

## Environmental

- Paradigm shift to blended / hybrid work practices
- Re-imagined office purpose and design
- Need for pro-wellbeing spaces e.g noise, light, ventilation, hygiene and ergonomic controls
- Organisational culture and team climate

Source: adapted from PESTLE Model business analysis tool

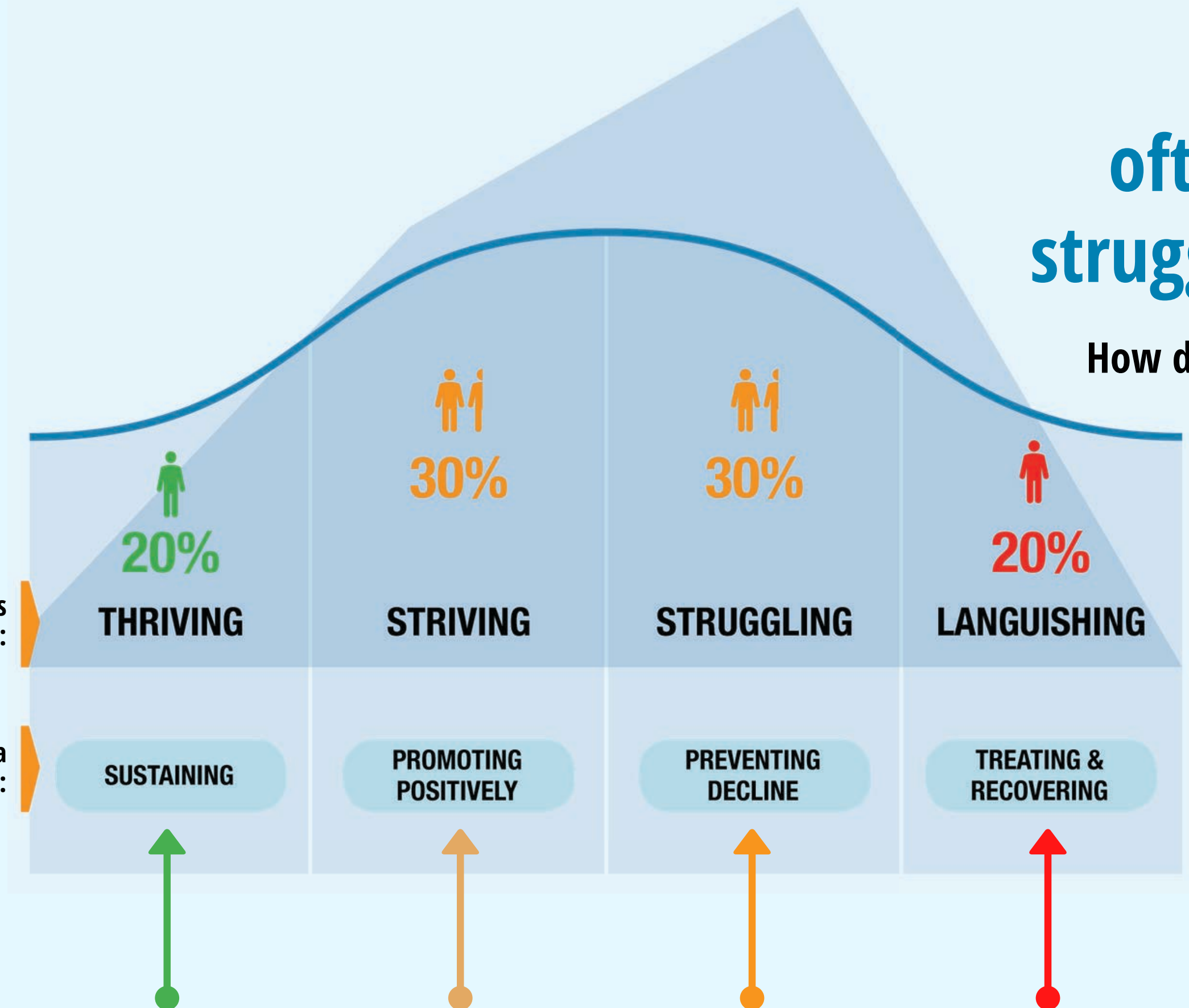


# Leaders today are often stuck between struggling and striving.

How does your organisation compare?

Wellbeing is dynamic and moves along a continuum of stages:

Each stage requires support with a different strategic focus:



GLWS can help you provide targeted and personalised support reflective of accurately assessed individual, team and cohort needs.

# Embedding a culture of wellbeing

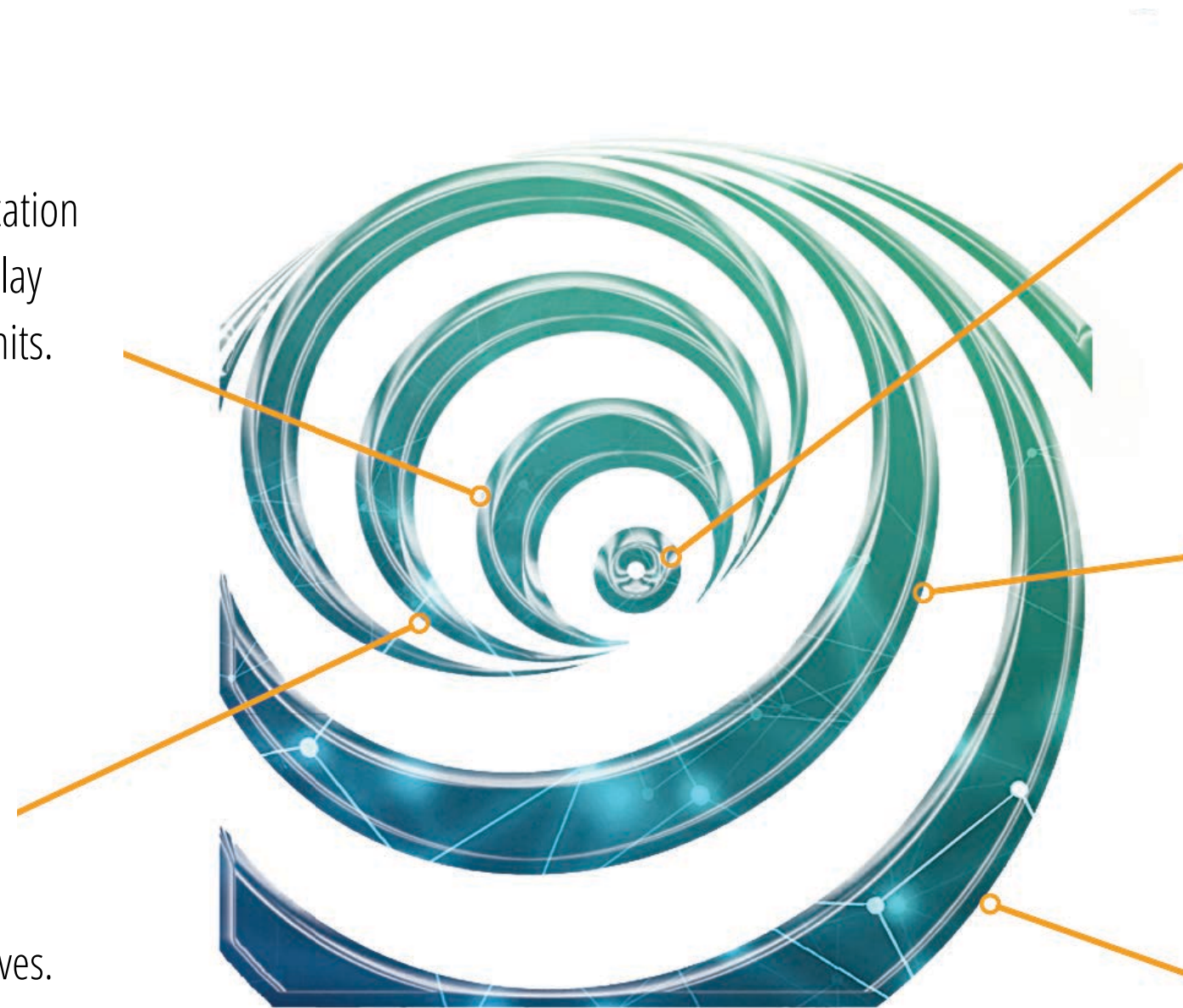
Use the TOILS framework to identify and integrate your teams' wellbeing needs and responsibilities.

## Tteams

e.g. The interpersonal relationships, communication patterns, behavioural dynamics and habits at play within and across different teams / business units.

## Organisational operations

e.g. The efficiency, effectiveness and force of an organisation's wellbeing policies, procedures, practices, service providers, programs and initiatives.



## Individuals

e.g. The role incumbent's duty of care to self, and personal responsibility for choosing pro-wellbeing behaviours; applies across all levels of seniority, personally and professionally.

## Leadership

e.g. The collective impact of leaders' personal wellbeing and associated behaviours on others; their individual and collective wellbeing shadows i.e. what the ripple and contagion effects of their leadership are, and how they role-model wellbeing as a leadership capability.

## Society, community & government

e.g. The contextual impact of social norms and pressures, government policies, funding and legislation on employee and organisational wellbeing practices, budgets and reporting.



# 10 opportunities to connect wellbeing.



# 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



# How we deliver transformative change.

- 1 Evidence-backed, high quality wellbeing IP that 'cuts it' with leaders.
- 2 Capacity to deliver at scale via our talented global delivery partners.
- 3 Helpful, warm and generous service to our clients, partners and each other.
- 4 Technology enabled processes to support great experiences at every touch point.
- 5 Research integrity. No woo-woo.

# The results you can expect:

## Impact and benefits of using GLWS

A simple tailored and low cost wellbeing program typically delivers results that look like this\*...



\*Based on actual client data



# Our promise.

“GLWS wellbeing solutions will inspire and engage leaders to build their wellbeing capabilities, to empower them to thrive personally and professionally and to achieve long-term success, individually and for the organisations and people they serve.”



**"The GLWS is excellent – outstanding in its class, and the best wellbeing survey I know of (for leaders and professionals)."**

Bo Golovan, Executive Coach, BPI Group, USA



# Learn, Live, Lead & Embed better wellbeing with GLWS solutions.

Boost wellbeing and performance.

[Book a call with a GLWS consultant](#)