



Save the Children

WELLBEING TOOLKIT



MASTERING WELLBEING AT WORK

Navigating the ever-evolving landscape of leadership, particularly in times of uncertainty, can be difficult.

Managers often find themselves grappling with their own wellbeing challenges while simultaneously supporting their teams, while also having to play a vital role in supporting the health and wellbeing of their staff.

As leaders, you have the opportunity to lead by example, prioritising our own wellbeing as a foundational step towards supporting others effectively.

This toolkit will aim to provide an overview of information and resources that you may find useful when considering and supporting the wellbeing needs of yourself and your staff.

HOW TO USE THIS TOOLKIT

Every leader experiences unprecedented challenges to personal and working conditions in their own way.

Think about what might help you most from the topics included and revisit the toolkit for more guidance and inspiration as and when you need it.



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SECTION 1: WELLBEING & RESILIENCE



WHY IS WELLBEING IMPORTANT?

In today's fast-paced and ever-evolving work environment, the importance of wellbeing cannot be overstated.

Wellbeing encompasses physical health, mental resilience, and emotional balance, all of which are essential for fostering a positive and productive workplace. When we prioritise our wellbeing, we create an environment where creativity thrives, collaboration is seamless, and innovation flourishes.

Investing in your wellbeing is not just about achieving a better work-life balance; it's about enhancing your overall quality of life. Research consistently shows that employees who feel supported in their wellbeing are more engaged, more productive, and more committed to their work. By taking proactive steps to care for yourself, you not only improve your own life but also contribute to a healthier, more dynamic, and more supportive workplace culture.

But here's the good news:

Change can start with you. Good leaders start the conversation about mental health by modelling it themselves. That means filling your own cup before serving others.

WHAT IS WELLBEING?



BUILD YOUR WELLBEING TO THRIVE



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WELLBEING STRATEGIES

Focusing on personal wellbeing and resilience involves utilizing various tools and techniques to enhance physical, mental, emotional, and social health.



SELF-CARE PRACTICES

Incorporate activities like exercise, meditation, and mindfulness to reduce stress and promote overall wellbeing.



HEALTHY LIFESTYLE HABITS

Prioritize healthy eating, sufficient sleep, hydration, and regular physical activity to nourish your body and mind.



STRESS MANAGEMENT TECHNIQUES

Learn and practice effective stress management strategies such as time management, relaxation techniques, and setting boundaries.



POSITIVE THINKING & MINDSET

Cultivate optimism, gratitude, and positive thinking to enhance resilience and navigate challenges with a constructive outlook.



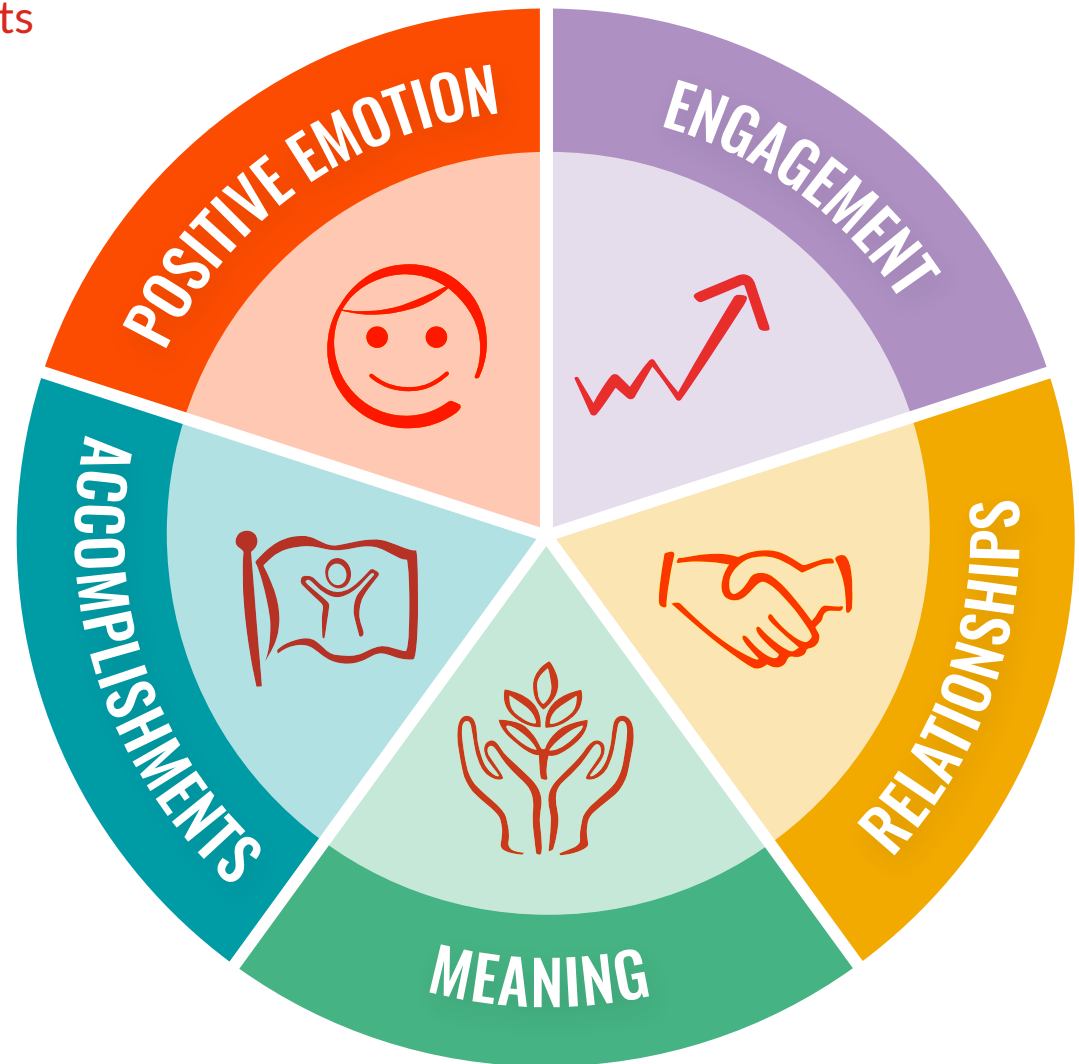
SOCIAL SUPPORT

Build and maintain supportive relationships with friends, family, and peers to receive emotional support and foster resilience in times of need.

WELLBEING MODEL: PERMA

The PERMA Model represents five core elements of happiness and well-being.

These five elements work together to promote wellbeing and life satisfaction.



WELLBEING MODEL: PERMA

Leaders and Managers can utilize the PERMA model to promote wellbeing among their team members in several ways:



POSITIVE EMOTIONS

Encourage a positive work environment by recognizing and celebrating achievements, expressing gratitude, and fostering optimism among team members.



ENGAGEMENT

Assign tasks that match employees' strengths and interests, offer decision-making autonomy, and encourage creativity.



RELATIONSHIPS

Build camaraderie through open communication, collaboration, team-building activities, and social interactions.



MEANING

Align individual goals with the organization's mission, provide task context, and emphasize the importance of contributions.



ACCOMPLISHMENT

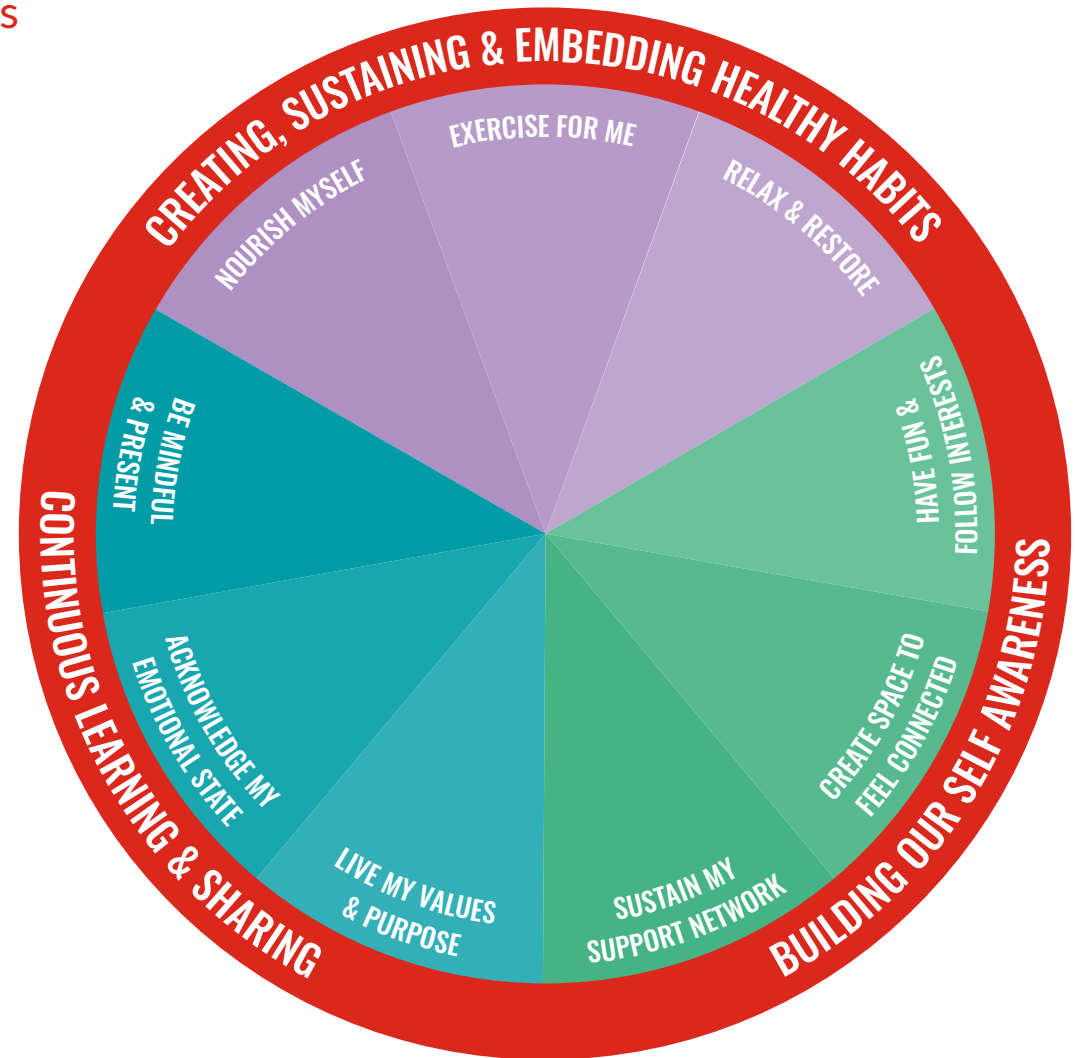
Support goal-setting with clear expectations, regular feedback, and recognition, encouraging a growth mindset.

THE WELLBEING WORKOUT

The wellbeing wheel shows the holistic elements to support your wellbeing: Social, Mental and Physical. Your personal wellbeing is your foundation.

Reflect on each of the areas and rate yourself from **1-5** by clicking on each button.

- What areas do you want to prioritise?
- What will I do to make this happen?



THE WELLBEING WORKOUT



WHAT ARE YOUR STRESS INDICATORS?

These are your personal signs that you are over-stressed. Knowing your personal signs of being over-stressed – your stress signature – is crucial to enable you to be self-aware and to take action when you have too much on your plate



WHAT ARE YOUR LIFE MEDICINES?

Life medicines are those little everyday things that actually discharge stress. They help us to feel calm, more relaxed, or they boost our mood. Identify your personal life medicines and ensure you prioritise these 2-3 times per week or more to help keep yourself in a healthy stress zone (as opposed to being over-stressed).



WHAT ASSISTANCE WOULD YOU APPRECIATE FROM OTHERS?

Build and maintain supportive relationships with friends, family, and peers to receive emotional support and foster resilience in times of need.



CREATING A WELLBEING ACTION PLAN

Creating a wellbeing plan serves a multifaceted purpose in the pursuit of overall health and happiness.

It empowers individuals to take proactive ownership of their wellbeing journey by assessing their current state of health and identifying areas for improvement.

Individual Wellbeing Action Plan

See below for guidance on completing this plan.

Name

Date

Role

Manager

How do you rate your current wellbeing at work?

How do you rate your current workload at work?

Your Key Wellbeing Indicators (KWIs)

Identify up to 3 aspects of your wellbeing which you want to improve.
For each aspect, what is a realistic, measurable goal that you want to work towards?
What support will help you achieve this goal?

Area of wellbeing	Goal	Support
1.		
2.		
3.		

Areas you could consider: workload management, working habits, physical health, mental health, connection to others, being myself at work, working with traumatic content, purpose and meaning.

Stress triggers

From your past experience, what triggers or situations at work tend to negatively impact your wellbeing?
This question is to help you reflect on your triggers, to allow you to take protective or preventative action.

Warning signs

What early warning signs might you or others notice when your wellbeing starts to drop?
What should you / others do when they notice?

**CREATE YOUR
OWN!**

CLICK HERE

SECTION 2: TEAM WELLBEING



WHY IS TEAM WELLBEING IMPORTANT?

Managerial support is equally crucial for employee wellbeing as it reduces stress, fosters a positive work environment, and promotes recognition, work-life balance, and professional development.

Supportive leadership during organizational transitions not only fosters employee morale and minimizes resistance but also enhances adaptability, ultimately driving successful change implementation.

We know how challenging it can be to lead an organization through years of uncertainty. Many leaders are pushing through burnout alongside the rest of their teams, unsure how to create positive cultural change.

It doesn't happen overnight – and we all play a role in moving the needle

96% of employees have been positively impacted by their manager

92% of employees say they are better workers when their mental health is strong

95% of leaders perform their best when their mental health is strong

7% of executives report low or no stress at work



WHY IS TEAM WELLBEING IMPORTANT?

Team wellbeing is essential as it improves overall health, happiness, and resilience, helping team members manage stress effectively. For managers, it fosters a positive work environment, encourages self-care and work-life balance, and prevents burnout.

This leads to more effective, sustainable teams with high morale, better decision-making, continuous support, and productivity.

PRACTICAL TIPS & TRICKS TO ENHANCE TEAM WELLBEING



PROMOTE OPEN COMMUNICATION

- Foster an environment where team members feel comfortable sharing their thoughts and concerns without fear of judgment.
- Schedule regular 1-2-1 and team meetings to discuss wellbeing, workloads, and any issues team members might be facing.



SUPPORT WORK - LIFE BALANCE

- Allow flexible schedules to help employees balance their personal & professional lives.
- Ensure team members take their holiday and mental health days.



FOSTER A POSITIVE WORK ENVIRONMENT

- Acknowledge and celebrate achievements, both big and small.
- Organize activities that promote team bonding: virtual games, or team lunches.



CREATE A SUPPORTIVE CULTURE

- Managers and leaders should model healthy behaviours and work-life balance.
- Encourage the formation of peer support groups for shared learning and mutual support.



FOCUS ON INCLUSIVITY

- Provide training on diversity, equity, and inclusion to foster a supportive and respectful environment.
- Implement policies that support diverse needs and backgrounds.

ACTIVE LISTENING & EMPATHETIC COMMUNICATION TECHNIQUES

By incorporating these techniques, managers can effectively engage in wellbeing conversations, demonstrate empathy, and support their team members' mental and emotional health.



ACTIVE LISTENING

Active listening involves focusing on understanding the speaker's perspective, emotions, and needs without immediately offering advice or solutions.



OPEN-ENDED QUESTIONS

Encouraging dialogue and allowing the speaker to express themselves fully.



SUMMARIZING

Recapping key points to ensure clarity and confirm understanding.



MINDFUL PRESENCE

Being fully present in the conversation without distractions to convey genuine interest and concern.



VALIDATION

Acknowledging the speaker's feelings and experiences as valid and important.



REFLECTIVE LISTENING

Paraphrasing what the speaker said to demonstrate understanding and show empathy.



NON-VERBAL CUES

Paying attention to body language and tone of voice to understand underlying emotions.



EMPATHETIC RESPONSES

Acknowledging emotions and demonstrating empathy by expressing understanding and support.



AVOIDING JUDGMENT

Suspending judgment and refraining from offering advice or solutions too quickly, allowing the speaker to feel heard and validated.

WHATS YOUR LEADERSHIP LANGUAGE?

Promoting a mentally healthy work culture is a complex and ongoing process. And your approach to communication can go a long way toward fostering well-being across the team.

Use this quick quiz to help you get in touch with your strengths as a role model for mental health, & discover new ways of modeling it for your team.

WHAT WOULD MOTIVATE YOU TO TRY SOMETHING NEW?

- A. Trying it with a friend
- B. Hearing an enthusiastic review
- C. Detailed instructions
- D. Sheer curiosity

WHICH OF THESE OPTIONS IS CLOSEST TO HOW YOU RECHARGE?

- A. Spending time with loved ones
- B. Reading or listening to podcasts
- C. Building or making things
- D. Traveling or trying something new

HOW DO YOU PREFER TO MAKE DECISIONS?

- A. With input from the whole team
- B. Drawing from past experiences
- C. Using a framework
- D. Envisioning the outcomes of different choices

WHICH METHOD LEADS TO THE MOST INNOVATIVE IDEAS?

- A. A brainstorming session
- B. Listening to experts
- C. An audit of existing solutions
- D. Outside-the-box activities

WHAT IS YOUR FAVORITE WAY TO BOOST TEAM MORALE?

- A. A team outing
- B. Having more 1-on-1 check-ins
- C. Leveling up their perks, benefits, or compensation
- D. Helping everyone reconnect with the bigger picture

WHICH METHOD WOULD YOU USE FOR GIVING EMPLOYEE FEEDBACK?

- A. Soliciting reviews from their peers
- B. Asking about the employee's experience
- C. Measuring their performance against benchmarks
- D. Reflecting on goals and setting new ones together

HOW WOULD YOU WELCOME A NEW MEMBER OF THE TEAM?

- A. Help them get to know everyone
 - B. over lunch
 - C. Tell them stories about the team's successes
 - D. Have them shadow a team member
- Help them see their part in bringing the company's mission to life

WHAT WOULD YOUR EMPLOYEES SAY IS STRENGTH AS A LEADER?

- A. You bring people together
- B. You're open and transparent
- C. You're fair and dependable
- D. You inspire others

DID YOU GET MOSTLY **A** **B** **C** OR **D**?

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RESULTS: WHAT CAN YOU LEARN ABOUT YOURSELF AND OTHERS?

MOSTLY A'S

THE GATHERER

You may lead the group, but you value everyone's participation and opinion. You like to create opportunities for the team to gather, share ideas, and have input in decision-making. Teams are like communities – they require a broad range of skills, ideas, and personalities to be their best.

You want everyone to feel like they have a special role to play, but they also belong to a group that's capable of more together.

TRY THIS:

Take a tip from the protector and work to encode your workplace's culture into policies. Through designated spaces, accessible benefits, and formal processes, you can help give your employees more stability and encourage balance in the workplace.

RESULTS: WHAT CAN YOU LEARN ABOUT YOURSELF AND OTHERS?

MOSTLY B'S

THE STORYTELLER

Your leadership style is equal parts empathetic and curious. You share your hard-earned experience to show employees that you understand their perspective. But you also understand the value of hearing others' stories.

You're more likely to value one-on-one time that helps you build strong individual connections where your people feel seen and heard.

TRY THIS:

Take a tip from the visionary and help your employees see their role in the company's success. When you give everyone on your team a role in making their future a reality, you can tap into their purpose on a deeper level.

RESULTS: WHAT CAN YOU LEARN ABOUT YOURSELF AND OTHERS?

MOSTLY C'S

THE PROTECTOR

You believe in the power of encoding culture into policies. You're an advocate for systemizing well-being through designated spaces, accessible benefits, and formal processes. Encourage fairness and access to all the best your organization has to offer.

Your teams benefit from the protection and stability of clear expectations that make intangible values feel real.

TRY THIS:

Take a tip from the gatherer and be sure to allow for team opportunities to share ideas and have input in decision-making. You can help your employees develop stronger relationships and feel like they not only have a special role to play but also belong to a group that's capable of more together.

RESULTS: WHAT CAN YOU LEARN ABOUT YOURSELF AND OTHERS?

MOSTLY D'S

THE VISIONARY

You have a special ability to motivate teams based on your passion for what's possible. You don't just set goals, you create entire futures and give everyone on your team a role in making them a reality.

You're the coach who helps the team keep stay connected to the emotional spark of an idea.

TRY THIS:

Take a tip from the storyteller and take the time to share your hard-earned experience with your employees. By showing that you understand their perspective and the value of hearing the stories of others, you can nurture relationships and help your people feel seen — and heard.

A QUICK REFLECTION

You may find that your answers lean in more than one direction. Every leader has a unique mix of strengths that make up their Approach to communicating and modeling mental health.

As you reflect on your own style, consider these questions:

HOW CAN I BETTER MY HABITS TO ENCOURAGE HEALTHY HABITS AT WORK?

WHAT CAN I LEARN FROM STYLES I DON'T USE AS MUCH?

HOW CAN I LEARN WHAT APPROACH WORKS BEST FOR MY EMPLOYEES?

ARE THERE OTHER LEADERS WHO BALANCE OUT MY NATURAL APPROACH?

HAVING INDIVIDUAL AND TEAM WELLBEING CONVERSATIONS

It can be important to consider how to engage your team in wellbeing conversations.

Below are some guidelines on when you might have one to one check ins versus team conversations.



INDIVIDUAL WELLBEING CHECK-IN

PURPOSE

Focuses on the personal health and happiness of each team member.

TOPICS

- Personal stress levels and mental health.
- Workload and work-life balance.
- Career goals and professional development.
- Personal achievements and challenges.

BENEFITS

- Provides tailored support to individual needs.
- Helps identify personal issues that might affect work performance.
- Fosters trust and open communication.



TEAM WELLBEING SESSION

PURPOSE

Focuses on the collective health, morale, and productivity of the team.

TOPICS

- Team morale and group dynamics.
- Workload distribution and collaboration.
- Group achievements and collective challenges.
- Team-wide stressors and coping strategies.

BENEFITS

- Promotes a positive and collaborative work environment.
- Identifies and addresses issues affecting team dynamics.
- Enhances mutual support and collective problem-solving.

WELLBEING CONVERSATION GUIDE: 1:1S

If they do not want to talk, it's okay. You can always offer them the option to speak with someone else or inquire if there's any other support you can provide.



PREPERATION

Before having the wellbeing conversation, have a self-check in and ask yourself:

- Am I in a good mindset?
- Am I willing to actively listen?
- Am I ready to dedicate the time that may be needed for this conversation?



HAVING THE CONVERSATION

To help put your team member(s) at ease, start the conversation by asking open-ended questions:

- “I haven’t caught up with you recently, and wanted to check in about how you’re feeling?”
- “How’s life? How are the family?”
- “Is there anything you want to share with me? Do you feel supported?”
- “How could I further help to support your wellbeing?”

If this isn't the usual type of conversation you would have with a team member, don't worry.

The best approach is to acknowledge it straight away as it will help put you both at ease –

E.g. “I know we don’t normally have these types of conversation, but I just want to check how you’re doing?”

WELLBEING CONVERSATION GUIDE: 1:1S



WHAT IF YOUR TEAM MEMBER DOESN'T WANT TO TALK?

If you notice your team member is struggling during the conversation, mention specific things that show your concern for them, some examples include:

- “You don’t seem yourself lately, is there anything you want to talk to me about or that I can help with?”
- “I noticed you’ve been quiet on team calls this week, is everything ok?”



IF THE CONVERSATION DOESN'T GO AS PLANNED, CONSIDER THE BELOW:

- If they don’t want to talk, respect their decision, however, leave the door open for further communication
- Listen and try to see the issue from their perspective
- Let them know you’re asking because you’re concerned about them
- Acknowledge the person’s feelings
- If they appear upset, stay calm and don’t take it personally



AFTER THE CONVERSATION

- Take time to reflect on the conversation and acknowledge any feelings you may be experiencing yourself
- Summarise any actions you and your team member have agreed (via a quick email)
- Schedule 1:1 calls to stay connected on a regular basis or as required

WELLBEING TEAM SESSIONS

Why Lead Wellbeing Teams Session?



SHARED SUPPORT

Team members can provide mutual support and encouragement, fostering a sense of camaraderie and belonging.



COLLECTIVE PROBLEM SOLVING

Group discussions allow for brainstorming solutions to common challenges, leveraging diverse perspectives and experiences.



NORMALIZATION

Open discussions help normalize conversations about mental health and wellbeing, reducing stigma and increasing awareness.



CREATING THE RIGHT ENVIRONMENT

1. ASSESS THE CAPACITY FOR OPEN CONVERSATION

People need to feel safe and willing to discuss wellbeing, as their perception of you, their relationships, and the team culture can impact the conversation.

2. CONSIDER THE NEEDS OF THE TEAM

Ask them what they require:

Do they need time together? An open and honest environment?
Genuine support from each other?

3. HIGHLIGHT THE CHANGE CURVE

Utilize the Change Curve to discuss your team's current position and guide them through the change process.

4. ASK OPEN ENDED QUESTIONS

Use questions related to HOW, WHAT, WHY, and WHO to avoid influencing responses and encourage deeper reflection.

5. CREATE A SAFE ENVIRONMENT

Emphasize confidentiality, reassuring the team that anything shared will remain confidential.

6. OFFER ADDITIONAL SUPPORT

If someone is struggling with their mental health, remind them of the support available through the [Employee Assistance Programme \(EAP\)](#).

WELLBEING CONVERSATION GUIDE: TEAM

Discussing wellbeing can bring up vulnerability, privacy concerns, tension, and stigma. Without feeling safe and assured people might withhold their true feelings from providing honest feedback.

Prioritising our team's wellbeing not only fosters a supportive & positive work environment but also enhances our overall productivity & resilience.

HERE ARE SOME QUESTIONS YOU CAN ASK TO START THE SESSION

How do you feel the team's dynamics have been lately?

What are some ways we can better support each other during busy or challenging periods?

How can we improve communication within the team to ensure everyone feels heard and valued?

Are there any team rituals or activities that you find particularly helpful for boosting morale & cohesion?

How do you think we can create a more supportive and inclusive environment for everyone on the team?

What role do you think leadership can play in promoting the wellbeing of the team?

What are some challenges you've as a team, and how can we overcome them together?

DIFFERENT SUPPORT FOR DIFFERENT TEAMS

What to consider depending on the needs of your team



FOR REMOTE TEAMS WANTING TIME TOGETHER

When remote teams desire more time together, create opportunities for natural interactions through virtual social events like coffee breaks and team lunches. Foster camaraderie with online team-building activities such as virtual games and collaborative projects. **This improves team cohesion & morale by building stronger relationships and shared experiences despite the physical distance.**



FOR TEAMS SEEKING AN OPEN & HONEST ENVIRONMENT

To cultivate an open and honest environment, establish trust through respectful and confidential communication. Encourage sharing during regular check-ins and use anonymous feedback tools. Leaders should model transparency and promote active listening, ensuring everyone feels heard and valued. **This approach enhances trust and cooperation, allowing the team to address issues effectively.**



FOR TEAMS NEEDING GENUINE SUPPORT

Teams needing genuine support thrive in a culture of mutual aid and well-being. Implement peer support groups or a buddy system to facilitate help among team members. Celebrate achievements and provide access to development and wellness resources. Encourage collaboration on projects to build strong connections. **This supportive environment boosts engagement and productivity.**



FOR TEAMS LACKING MOTIVATION

When motivation is low, re-engage the team with meaningful work and inspiring goals. Regularly recognize and reward individual and team efforts to boost morale. Encourage professional development aligned with their interests and career goals. **Creating a positive work environment can reignite passion and drive within the team.**

RESOURCES

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ADDITIONAL RESOURCES

1. **Reach out to your respective HR Business Partners** - *For information of mental health support.*
2. [Save the Children Internal Health and Wellbeing support on OneNet](#)
3. [Active Listening techniques: Accelerating Delivery & Improvement](#)
4. [Mindful.org](#) - *A website dedicated to mindfulness practices that can improve wellbeing.*
5. [Headspace](#) - *Provides meditation and mindfulness resources specifically designed for workplace wellbeing.*
6. [Well-being in the Workplace | McKinsey & Company](#)
7. [Five Ways to Improve Well-Being in the Workplace: Trends from the Science of Happiness](#)
8. [Talking About Mental Health with Your Employees – Without Overstepping](#)
9. [Manage Your Energy Not Your Time](#)
10. [The Art of Listening](#)
11. [Workplace Mental Health - All You Need to Know \(For Now\)](#)



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