



How to start the **well-being conversation**

Research by The Myers-Briggs Company finds that manager-employee relationships have the greatest effect on an employee's well-being. And when employee well-being increases, so do many factors contributing to company performance (such as job satisfaction, organizational citizenship behavior, company loyalty and [more](#)).

How can managers improve their relationship with their staff? By making time for a **well-being check-in**.

Having a well-being check-in with an employee shows that managers:

1. Value them both as a person and a team member.
2. Care about their well-being.
3. Want to know what affects their well-being.

People will differ in how much they feel comfortable sharing with managers.

And that's OK. The important part is to be genuine in the way we ask about well-being.

Research shows that **manager-employee relationships** have the **greatest effect** on an employee's well-being.

Asking the right questions

To help managers create a safe, constructive well-being check-in, we've got some starter questions and tips on the next pages.

The topic areas are drawn from Martin Seligman's PERMA Model of Well-being, which our research report also draws on.

The questions and tips were put together with input from Dr Martin Boulton, Senior Director of Professional Services and International Training, at The Myers-Briggs Company.

How to start the **well-being conversation**

Areas to explore and questions to help you get started



Positive work experiences

Find out how things have been and what's gone well.

“What has been a highlight for you today/this week?”

“What went well and made it enjoyable for you?”



Supportive relationships

Learn about the relationships that matter at work.

“Who have you enjoyed working with this week?”

“How did they help you with your work?”



Talents and strengths

See how—or even if—your colleague is using their strengths.

“What skills, talents or strengths are you currently using?”

“What do you look forward to doing most in your work?”



Achievement and progress

Find out where your colleague feels a sense of accomplishment.

“What are you pleased you achieved or completed this week?”

“How did achieving this make you feel about your work?”



Connecting with meaning

Help your colleague explore what they find meaningful in their work.

“How does what you do at work help you and others?”



How to start the **well-being conversation**

Tips for supporting your team's well-being

1. Make sure you're both **supportive and curious** when asking someone about their well-being. You've got to be interested in what they have to say.
2. Instead of just asking, "How are you?", try **follow-up questions** like "What have you been enjoying at work this week?" It creates better opportunities for sharing information.
3. Asking about a colleague's well-being **doesn't mean you're responsible** for every concern they share.
4. First, **acknowledge what's affecting them**. Then help them find ways, or other people—such as mental health professionals—to address their situation.
5. Always **follow-up with your colleague**. It shows you think their well-being is important.
6. While these check-ins can be part of a regular meeting or review, it can be easier—and more rewarding—to do them **less formally**.
7. Think about how you and your colleague can most comfortably **learn and share experiences**.