



GROUP WELLBEING REPORT

Public Sector Senior Leaders | 10 May 2019

EEK & SENSE



UNDERSTANDING YOUR WELLBEING

Are the people in your group focused and intellectually engaged? Do you have a clear sense of purpose and direction? Do you feel vital, uplifting and energised? Are group members experiencing relationships that are positive, honest and supportive? Does it feel like a grounded, resilient and well-balanced group of people, who are flourishing and living life to the full, contributing their best, sustainable selves at work?

When considering the wellbeing of your group as a whole, remember that not everyone is likely to be constantly happy or in a good mood all of the time – a life with no ups and downs would be unrealistic and unsustainable, not to mention boring. We expect wellbeing to fluctuate in accordance with the challenges thrown at us, and in accordance with the different combinations of psychological, emotional, social and physical inner resources each individual has at their disposal – wellbeing is a truly dynamic construct, even more so when considered within a group context.

Whilst some aspects of your group's wellbeing will most likely fall outside of people's control, there are many areas where individuals, the group and the leaders in an organisation can exercise choice, learn good habits from one another, be wary of the contagion effect of bad habits and negative emotions, make commitments and take positive steps to enhance the level of wellbeing experienced.

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THIS REPORT HAS BEEN PREPARED FOR:

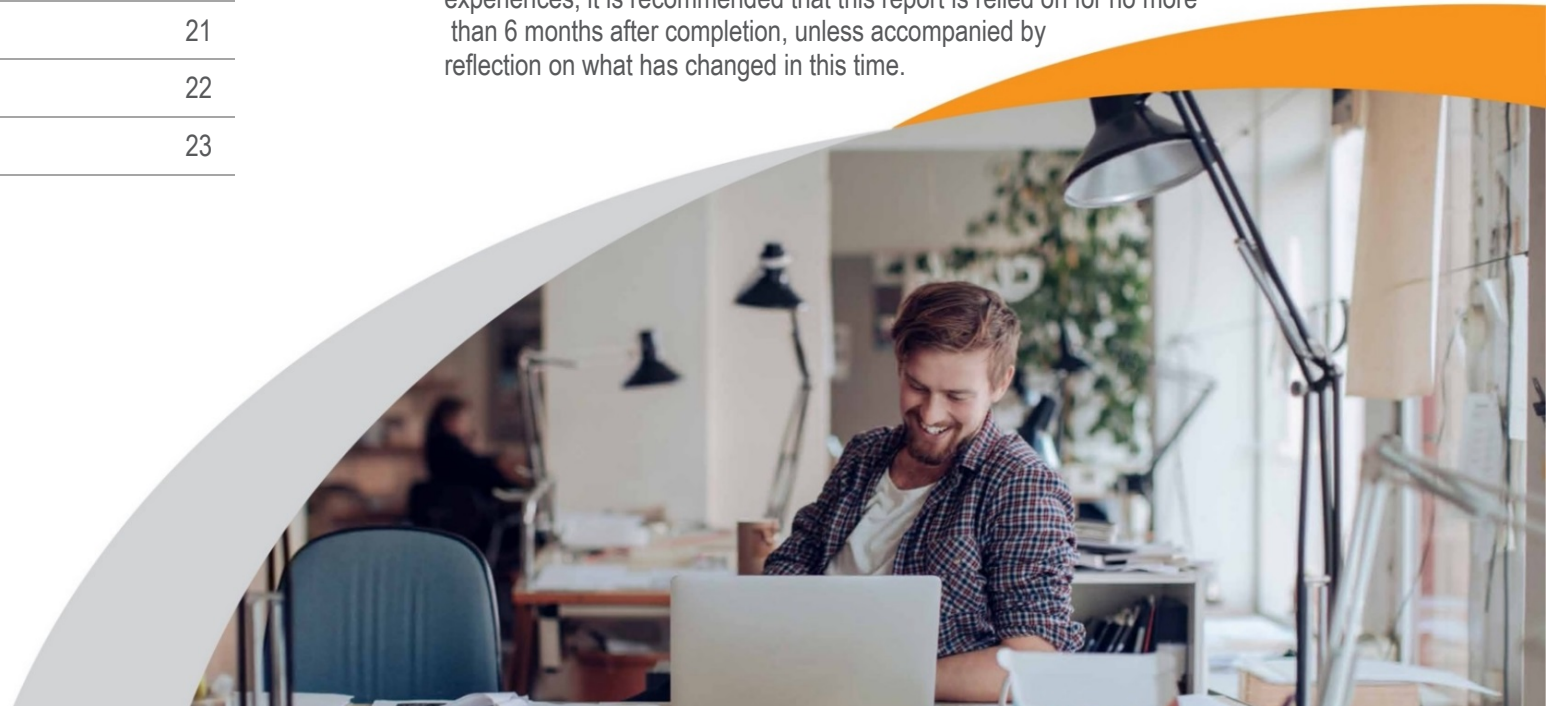
Public Sector Senior Leaders

If you are not a member of this group, you are requested to refrain from reading further, unless you have the express permission of the program leader.

The information made available through this report is of a general nature only and does not take into account this group's unique circumstances or needs. The report is based entirely on the group's responses to the GLWS online survey. It should not be used, relied upon, or treated as a substitute for specific professional advice.

We recommend group members obtain independent professional psychological or medical advice before making any decisions or taking any action in relation to their 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

This Group Wellbeing Report summarises the group's aggregated and anonymised responses to the GLWS surveys, completed by each individual member of the group.

The data for this Group Wellbeing Report is presented in a similar manner to the Personal Wellbeing Report. Results are presented across six domains of wellbeing in the GLWS framework.

The inclusion of an * denotes a negatively worded survey question which has been reverse scored. Higher scores suggest the group will not generally experience or relate to the negative situation described in the question whereas lower scores suggest a group will identify more readily with the adversity described.

The characteristics of groups with low or high scoring profiles for each domain are explained and accompanied by the mean and range for each question. This is followed by a summary of the group's overall key wellbeing strengths, development priorities and areas of critical differences.

As your group reviews this report, key questions to consider are:

- Where are the opportunities to learn from the experiences and habits of others within the group?
- What does the group identify as the key areas for consideration and change?
- What opportunities are there for increased understanding, support and sharing of responsibility for wellbeing in the group?
- How do the organisation's leaders' behaviour, style and personal wellbeing impact the wellbeing of this group?
- To what extent do the leaders within this group promote or role-model wellbeing and how could they do this more effectively?

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

YOUR GROUP WELLBEING PROFILE



WORKING WELL
Aspects of Wellbeing affected by our professional lives








GLOBAL LEADERSHIP WELLBEING SURVEY

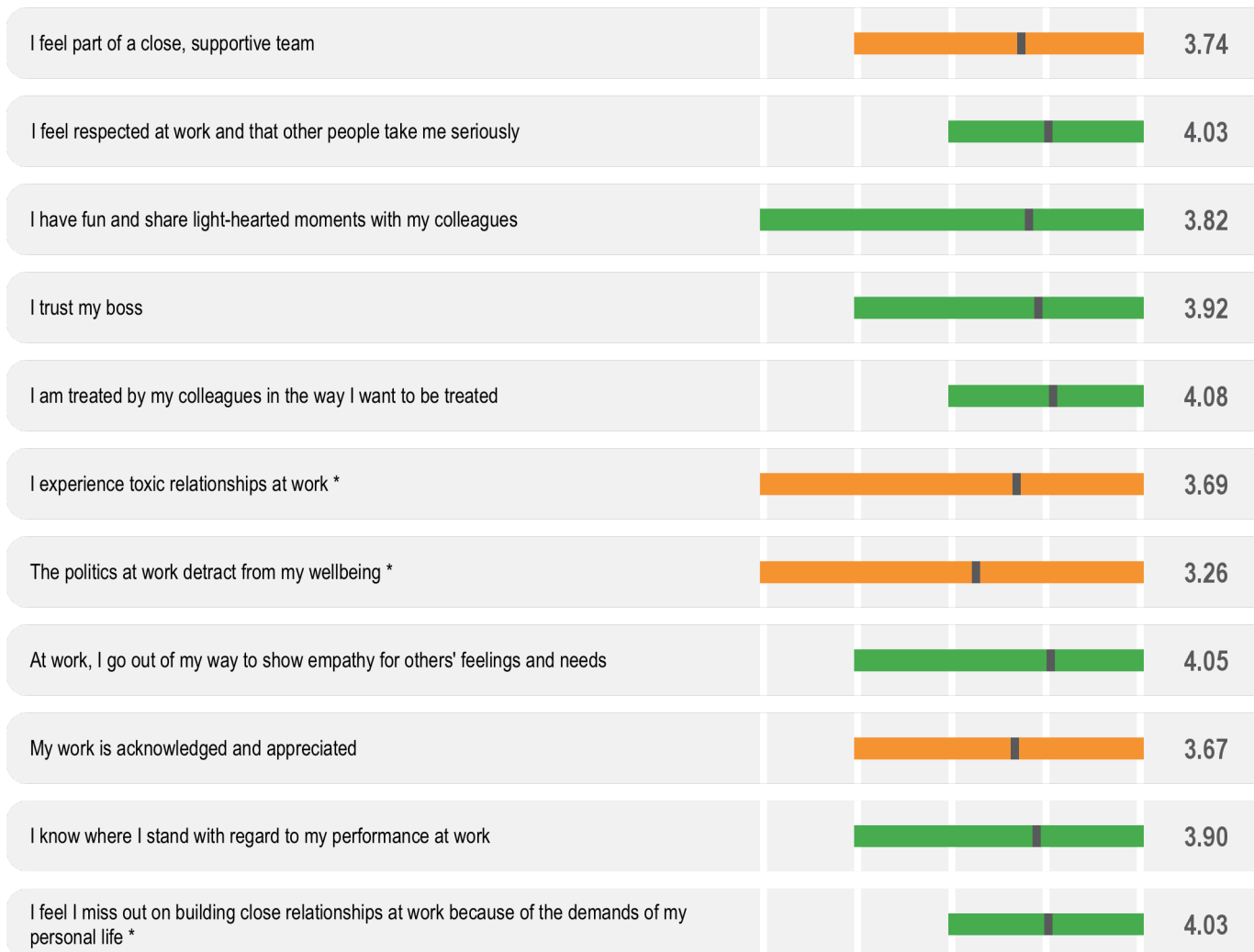
LIVING WELL
Aspects of Wellbeing affected by our home, social and personal lives





-  Indicates an aspect that may be significantly detracting from the group's wellbeing
Never (-)
Always (+)
-  Indicates an aspect that may be detracting from the group's wellbeing
Rarely (+)
Usually/Often (-)
-  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 the group's wellbeing
Sometimes (+/-)
-  Indicates an aspect that may be enhancing the group's wellbeing
Usually/Often (+)
Rarely (-)
-  Indicates an aspect that may be significantly enhancing the group's wellbeing
Always (+)
Never (-)

AUTHENTIC RELATIONSHIPS – AT WORK


WORKING WELL
3.83


GROUPS WITH HIGHER WELLBEING SCORES FOR AUTHENTIC RELATIONSHIPS AT WORK MAY BE CHARACTERISED BY...

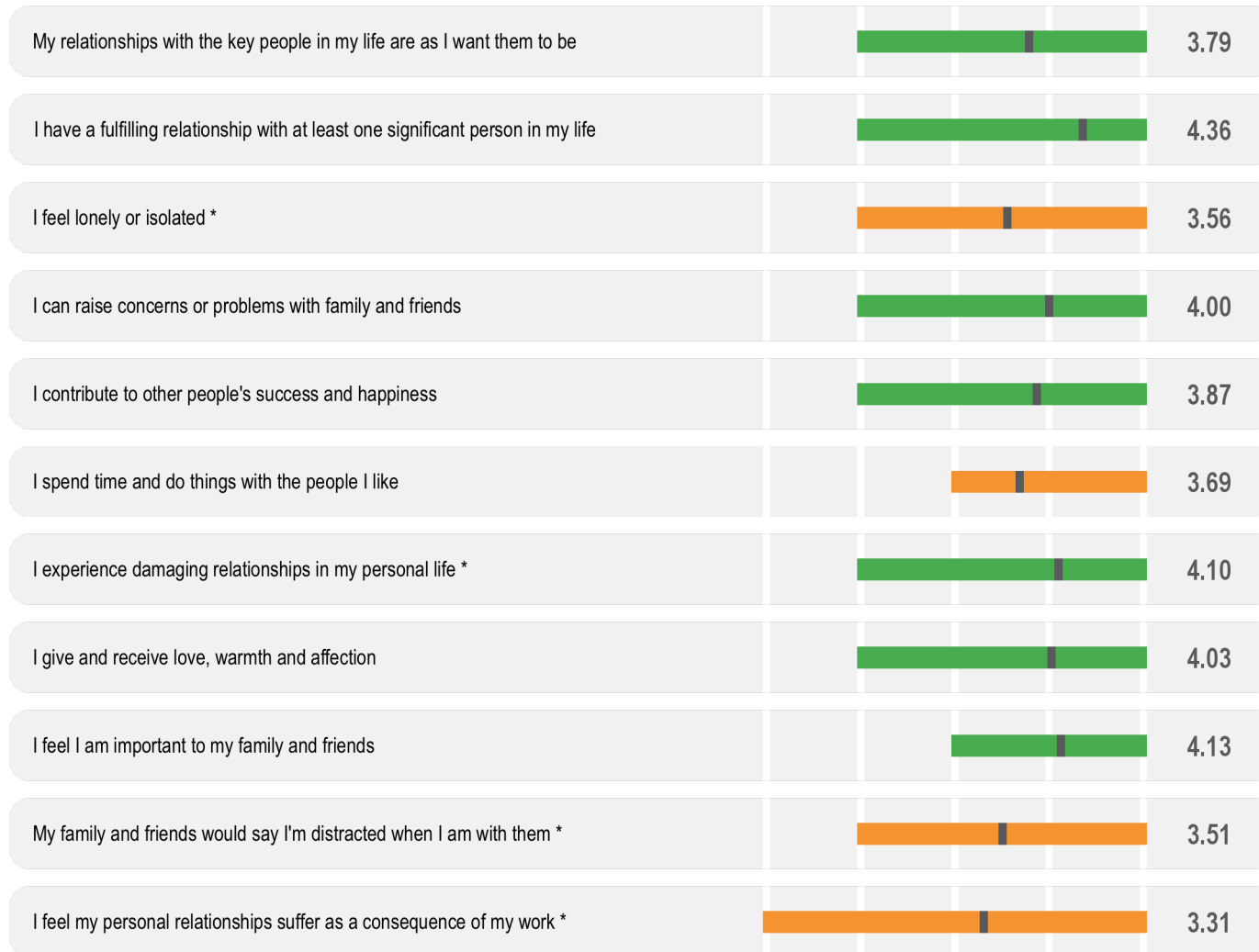
...a culture of trust and mutual respect; considerate and thoughtful relationships based on strong interpersonal bonds; a positive, supportive and collegiate atmosphere; a sense of connection to their teams or organisational community; and a dynamic where honest conversations encourage constructive conflict that results in progress.

GROUPS WITH LOWER WELLBEING SCORES FOR AUTHENTIC RELATIONSHIPS AT WORK MAY BE CHARACTERISED BY...

...a culture of low trust and respect; a tendency to attribute criticisms rather than accolades to colleagues; a negative, individualistic, unfriendly, strained or tense atmosphere which is overly political or even toxic; low levels of community spirit; and a tendency to be either overly aggressive in the way differences in opinion are raised, or passive aggressive in avoiding open and constructive debate.

AUTHENTIC RELATIONSHIPS – OUTSIDE OF WORK

 **LIVING WELL** 3.85



GROUPS WITH HIGHER WELLBEING SCORES FOR AUTHENTIC RELATIONSHIPS OUTSIDE OF WORK MAY BE CHARACTERISED BY...

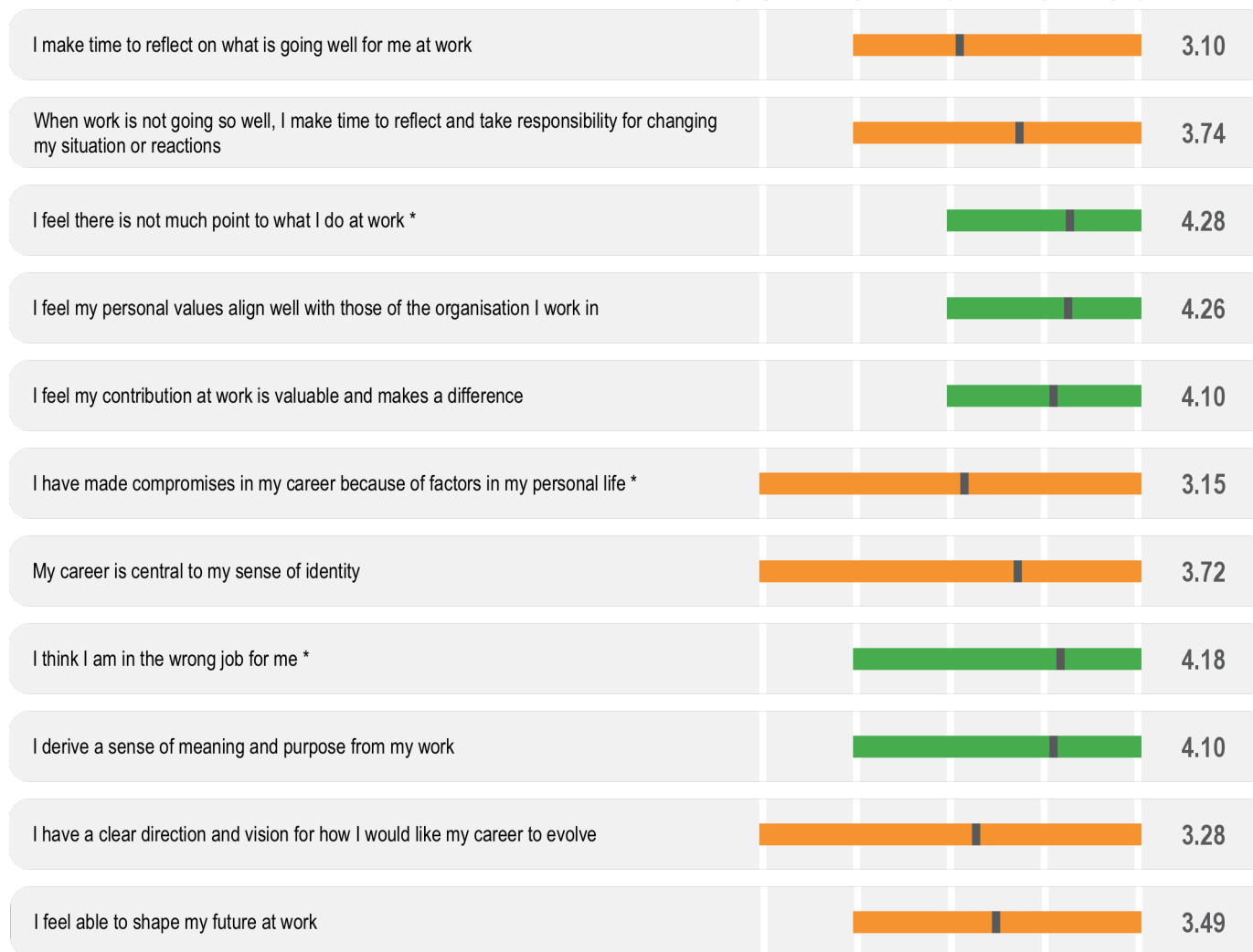
...fulfilling, straightforward and secure personal lives with unconditional support from family and friends; people who feel able to give warmth and affection to others; and have a strong sense of belonging.

GROUPS WITH LOWER WELLBEING SCORES FOR AUTHENTIC RELATIONSHIPS OUTSIDE OF WORK MAY BE CHARACTERISED BY...

...complicated social and/or home lives that may be the source of additional stress and strain resulting in group members feeling unhappy or unsupported in this key aspect of their lives; and possibly lonely or isolated.

MEANING, PURPOSE & DIRECTION – AT WORK

 **WORKING WELL** 3.76



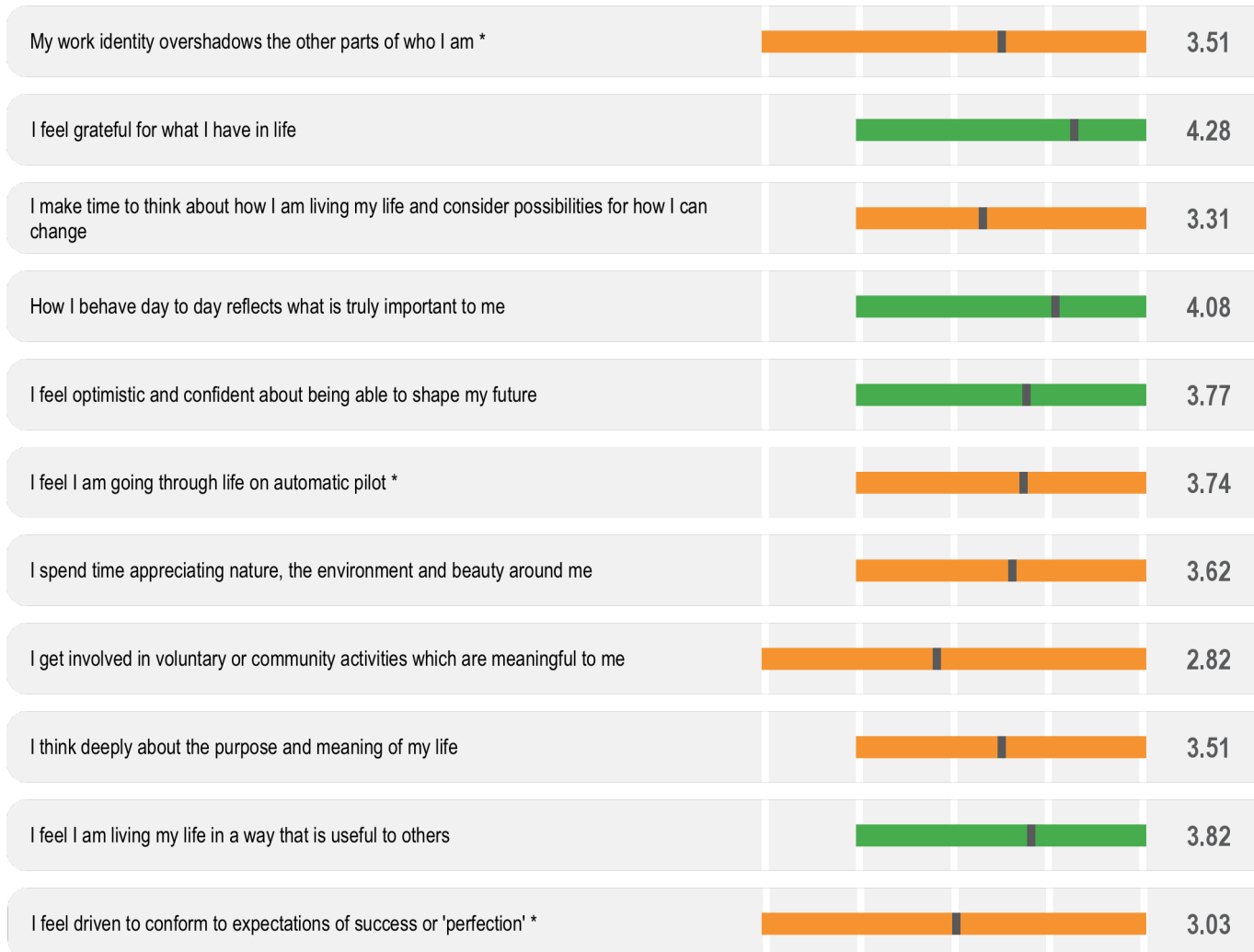
GROUPS WITH HIGHER WELLBEING SCORES FOR MEANING, PURPOSE & DIRECTION AT WORK MAY BE CHARACTERISED BY...

...a strong and clear vision aligned to the broader enterprise which group members buy into and relate well to; and a sense of how the group members' work is important and contributes meaningfully to the success and future of the organisation or the communities and stakeholders served.

GROUPS WITH LOWER WELLBEING SCORES FOR MEANING, PURPOSE & DIRECTION AT WORK MAY BE CHARACTERISED BY...

...a lack of clear vision (or one to which people in the group do not feel they want to connect); a future direction or path that is ambiguous or not compelling; a sense of their work being on the periphery rather than core of the organisation's success; and a feeling that what group members say, do or think is unimportant to the broader organisation.

MEANING, PURPOSE & DIRECTION – OUTSIDE OF WORK


LIVING WELL
3.59


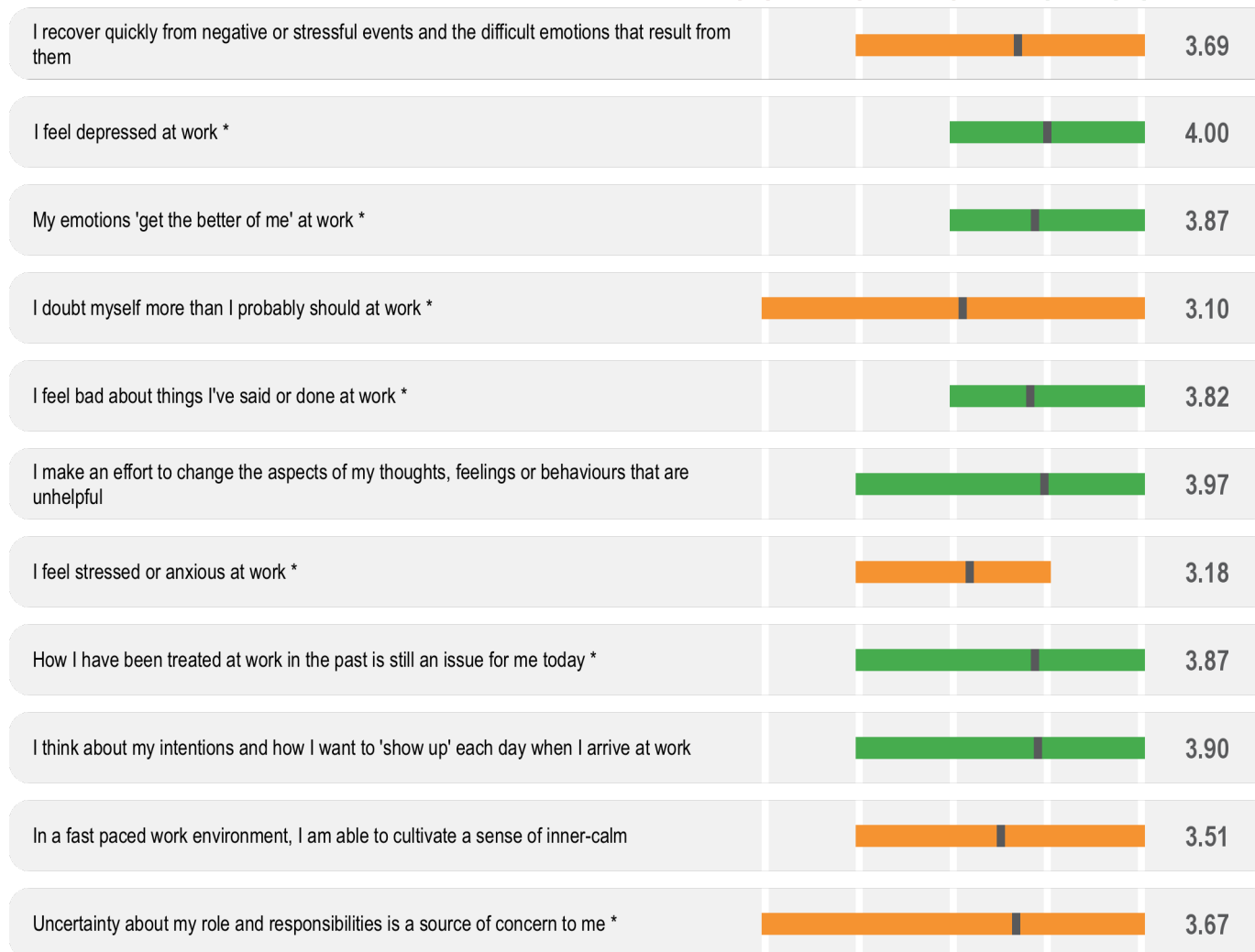
GROUPS WITH HIGHER WELLBEING SCORES FOR MEANING, PURPOSE & DIRECTION OUTSIDE OF WORK MAY BE CHARACTERISED BY...

...a group of people who are generally confident and content with how they can influence the direction of their lives; with a good sense of perspective and gratitude; and a belief that they are leading lives which are of broader societal value beyond mere self-interest.

GROUPS WITH LOWER WELLBEING SCORES FOR MEANING, PURPOSE & DIRECTION OUTSIDE OF WORK MAY BE CHARACTERISED BY...

...group of people who may feel there is “something missing” in life and lack contentment with how they are leading their lives; their daily actions may be out of step with what they deeply believe matters most in life, there may be a general sense of going through the motions without much fulfilment.

RESILIENCE & EQUANIMITY – AT WORK


WORKING WELL
3.69


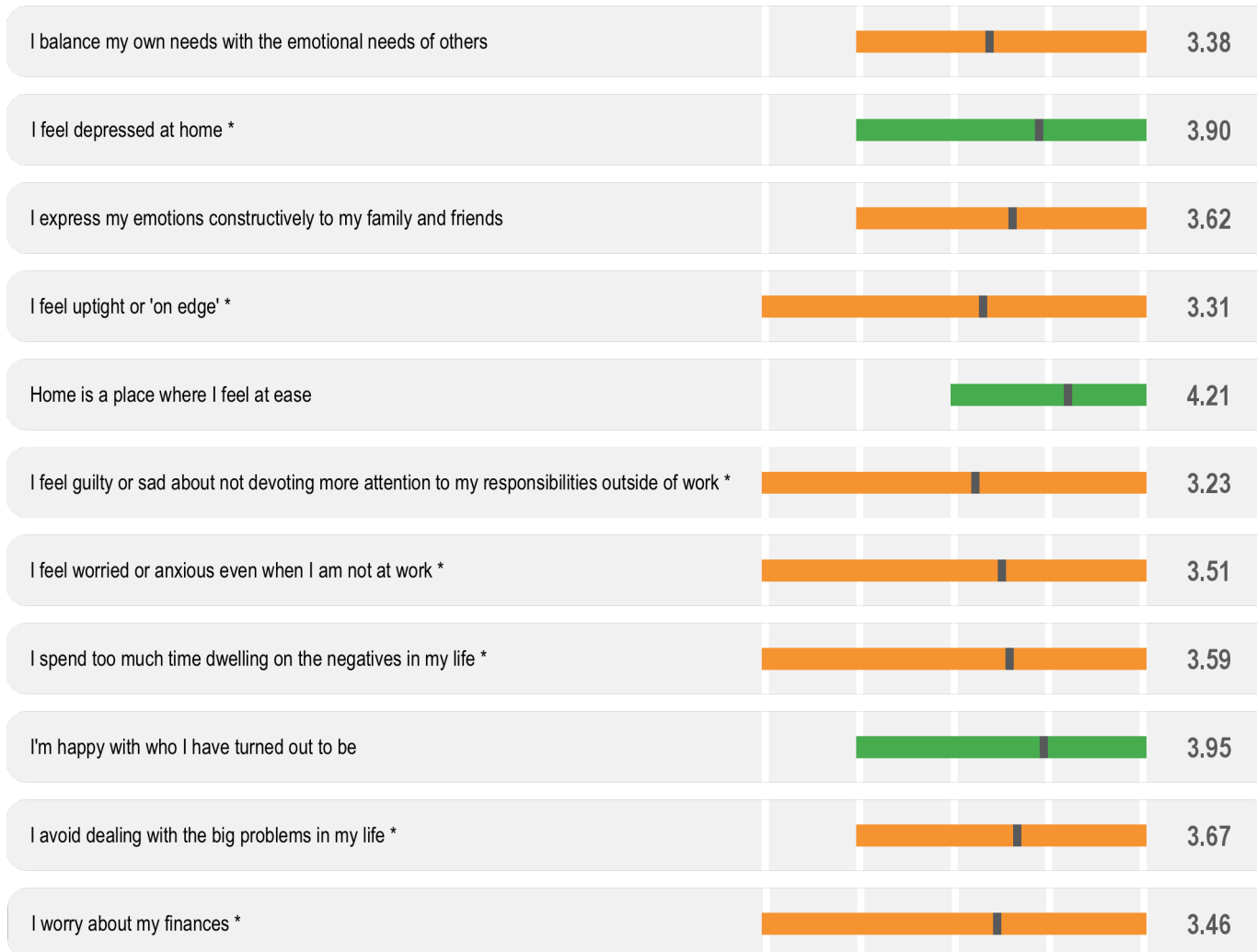
GROUPS WITH HIGHER WELLBEING SCORES FOR RESILIENCE & EQUANIMITY AT WORK MAY BE CHARACTERISED BY...

...an enduring general sense of calm; an ability to cope with the demands and pressures being experienced even in a fast paced environment; group members who mindfully manage stress and anxiety and take steps to alleviate these; and a belief that the organisation is inherently just and fair in its decisions about and treatment of its people.

GROUPS WITH LOWER WELLBEING SCORES FOR RESILIENCE & EQUANIMITY AT WORK MAY BE CHARACTERISED BY...

...high stress levels and a sense of being 'on the edge' in terms of their ability to cope with the level of demands and pressure being experienced; life not feeling fair or sustainable; burnout or unwanted attrition risks as a result of maximum capacity being reached; and evidence of emotional outbursts, frustration, strain, resentment or anxiety.

RESILIENCE & EQUANIMITY – OUTSIDE OF WORK


LIVING WELL
3.62


GROUPS WITH HIGHER WELLBEING SCORES FOR RESILIENCE & EQUANIMITY OUTSIDE OF WORK MAY BE CHARACTERISED BY...

...a group of people who are generally good at constructively deflecting or processing the emotional stresses and strains of work and home life; they mostly feel on an even keel and balanced or upbeat in their outlook; and they tend not to worry excessively or feel depressed about factors outside of their control.

GROUPS WITH LOWER WELLBEING SCORES FOR RESILIENCE & EQUANIMITY OUTSIDE OF WORK MAY BE CHARACTERISED BY...

...a group of people for whom life is feeling quite hard and not enjoyable; high levels of worry and anxiety (or even guilt and shame) about factors outside of the workplace may be negatively impacting people's ability to cope and think positively; not feeling able to tackle and make progress on troubling issues outside of work; and time spent away from work may drain and exacerbate matters rather than 'recharging' wellbeing.

VITALITY & ENERGY – AT WORK



WORKING WELL

3.33



GROUPS WITH HIGHER WELLBEING SCORES FOR VITALITY & ENERGY AT WORK MAY BE CHARACTERISED BY...

...a culture that explicitly endorses and supports the uptake of good nutrition, plenty of physical activity, rest, sleep and recovery after stressful periods; corporate or team fitness programs and competitions may be regular features; group members will openly discuss and encourage a healthy lifestyle; and productivity and energy levels will feel high and focussed.

GROUPS WITH LOWER WELLBEING SCORES FOR VITALITY & ENERGY AT WORK MAY BE CHARACTERISED BY...

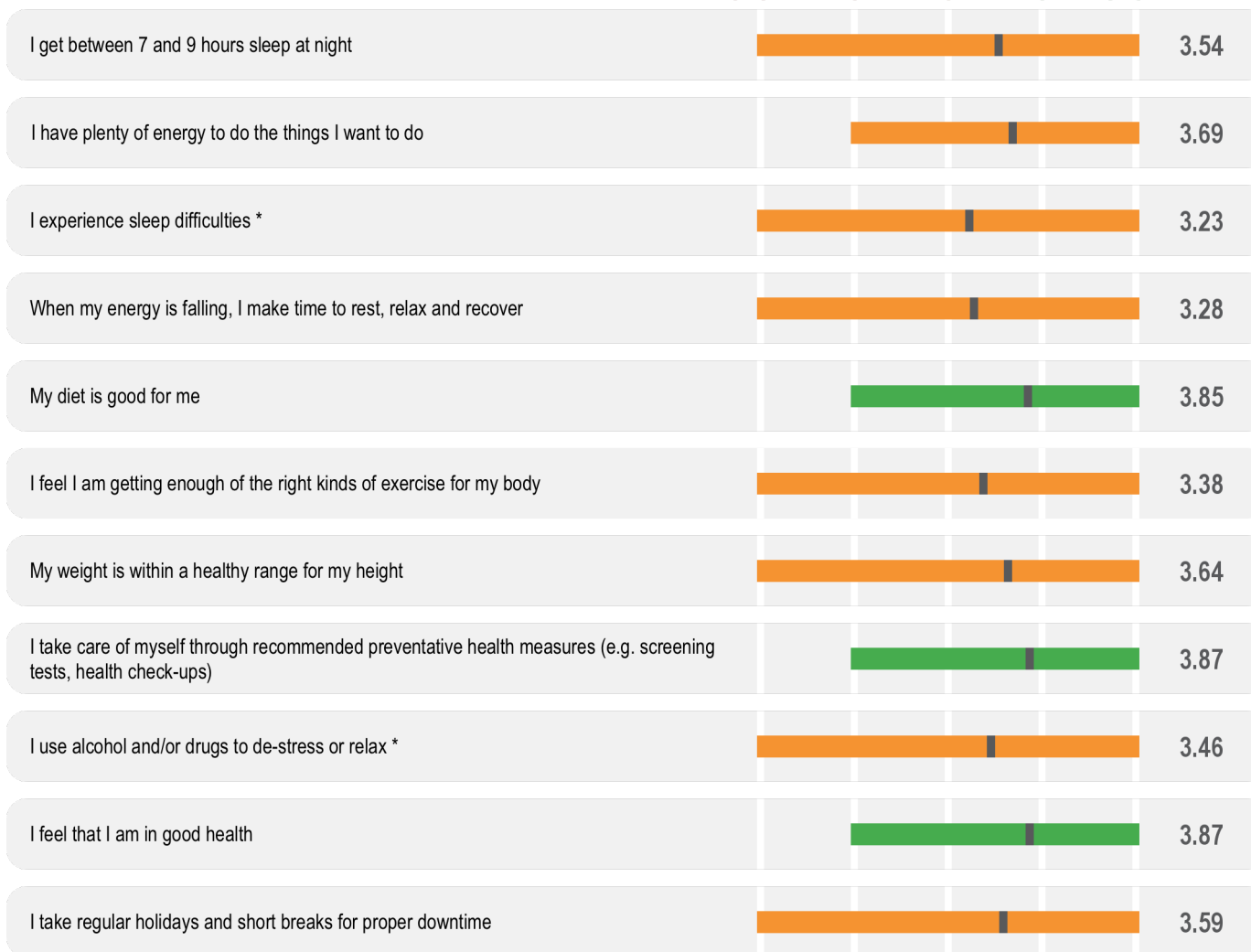
...a culture that tacitly permits a passive or unhealthy lifestyle and neglects to promote (or gives lip service to) good nutrition and exercise habits at work; an over dependence upon caffeine and fast food consumed at the desk; a disregard for sleep needs and an expectation of excessive working hours; and people feeling very busy yet drained and not especially productive.

VITALITY & ENERGY – OUTSIDE OF WORK



LIVING WELL

3.58



GROUPS WITH HIGHER WELLBEING SCORES FOR VITALITY & ENERGY OUTSIDE OF WORK MAY BE CHARACTERISED BY...

...a group of people who make time for healthy habits outside of work to sustain their energy and physical health; they generally pay attention to the quality and amount of their exercise, sleep and nutrition and they have well laid down habits to support optimal health in each of these aspects; and they tend to look and feel healthy and full of energy.

GROUPS WITH LOWER WELLBEING SCORES FOR VITALITY & ENERGY OUTSIDE OF WORK MAY BE CHARACTERISED BY...

...a group of people for whom there is often a priority that comes ahead of their physical health and wellbeing; they consistently sacrifice sleep or compromise their exercise and nutritional habits; and they generally lack established healthy routines and experience difficulty in sustaining new healthier habits, the result of which can be feeling and looking tired and unhealthy.

BALANCE & BOUNDARIES – AT WORK



WORKING WELL 3.45



GROUPS WITH HIGHER WELLBEING SCORES FOR BALANCE & BOUNDARIES AT WORK MAY BE CHARACTERISED BY...

...a culture where people are trusted and encouraged to manage their schedules and utilise their time sensibly, not 'putting in the hours' for the sake of it; leaders role model 'switching off' and making time for out of work priorities, there is no expectation of late night/weekend working or checking of devices unless exceptional circumstances require; and when capacity is stretched, group members are good at reprioritising where to focus.

GROUPS WITH LOWER WELLBEING SCORES FOR BALANCE & BOUNDARIES AT WORK MAY BE CHARACTERISED BY...

...a culture where people are always "busy" and feeling overloaded is the norm; working hours are usually long with unpalatable and regular intrusions into home and personal lives; there may be an underlying sentiment of resentment and a lack of balance from a 'whole of life' perspective; and group members may be described as 'workaholics' who are frequently if not constantly preoccupied by work and find it difficult to switch off, slow down or relax.

BALANCE & BOUNDARIES – OUTSIDE OF WORK



LIVING WELL

3.43



GROUPS WITH HIGHER WELLBEING SCORES FOR BALANCE & BOUNDARIES OUTSIDE OF WORK MAY BE CHARACTERISED BY...

...a group of people who feel peace of mind from having their 'priorities right' – the balance they achieve between their work, family and personal matters feels good, and they de-program effectively from work in order to attend to the other parts of life that are important to them; the pace and volume of commitments they face usually feels reasonable and moments of tranquility are not unusual.

GROUPS WITH LOWER WELLBEING SCORES FOR BALANCE & BOUNDARIES OUTSIDE OF WORK MAY BE CHARACTERISED BY...

...a group of people who probably feel they are 'struggling with juggling' and 'being spread too thin' i.e. for whom there is constant and unpleasant pull between their various roles in life, with little capacity or contingency for spontaneity; there is a sense of relentless pressure hanging over them with never having a spare moment in their days.

INTELLECTUAL ENGAGEMENT & FLOW – AT WORK



WORKING WELL 3.70



GROUPS WITH HIGHER WELLBEING SCORES FOR INTELLECTUAL ENGAGEMENT & FLOW AT WORK MAY BE CHARACTERISED BY...

...a group of people who are interested in the intrinsic nature of their work; they are absorbed by and fully immersed in what they do, time often 'flies by' with high levels of participation and engagement in team meetings, brainstorming and process improvement; they may have a reputation for being experts in their space, and will be seen as committed to and passionate about what they do; a love of learning and a strong desire to develop and grow are probable correlates.

GROUPS WITH LOWER WELLBEING SCORES FOR INTELLECTUAL ENGAGEMENT & FLOW AT WORK MAY BE CHARACTERISED BY...

...a group of people who may be bored or at least lacking a passion for what is required in their roles; they may feel they are not playing to their strengths or interests; they may feel disempowered in the extent to which they can challenge or innovate with new ideas and processes; their satisfaction and motivation may come from extrinsic rewards, processes or relationships rather than the inherent opportunity to engage in and be absorbed by the subject matter of their roles.

GROUP WELLBEING STRENGTHS – WORKING WELL

UNDERSTANDING GROUP STRENGTHS - WORKING WELL

For most groups, a 'regression to the mean' on most questions is to be expected, resulting in a summary profile that looks 'middling' or 'average' in most areas. On this page, we have highlighted any areas where this is not the case and where the group differs significantly from the average, in a positive way. These standout strengths represent major assets for this group's unique wellbeing enhancers. Aggregated responses yielding a mean score of 4.26 or above for any particular question are to be considered as exceptionally positive assets, above 3.76 as definite assets, and above 3 as probable but not definite wellbeing enhancers which should be discussed and explored more fully.

Mean	Strengths	Domain
4.08	I am treated by my colleagues in the way I want to be treated	Authentic Relationships
4.05	At work, I go out of my way to show empathy for others' feelings and needs	
4.03	I feel I miss out on building close relationships at work because of the demands of my personal life*	
4.03	I feel respected at work and that other people take me seriously	
4.28	I feel there is not much point to what I do at work*	Meaning, Purpose & Direction
4.26	I feel my personal values align well with those of the organisation I work in	
4.18	I think I am in the wrong job for me*	
4.10	I derive a sense of meaning and purpose from my work	
4.10	I feel my contribution at work is valuable and makes a difference	Resilience & Equanimity
4.00	I feel depressed at work*	
4.21	I am careful about my caffeine intake (<4 caffeinated drinks per day and none after 6pm)	Vitality & Energy
3.97	I keep well hydrated throughout the work day	
4.26	I have sufficient flexibility in my work arrangements to meet my needs	Balance & Boundaries
4.15	My personal/family life has a negative impact on my work life*	
4.21	I strive to expand and challenge my mind at work	Intellectual Engagement & Flow
4.03	I feel engaged, alert and 'switched on' at work	
4.03	I feel genuinely satisfied with and interested in my work	
4.00	My job and work environment enable me to play to my strengths	

GROUP WELLBEING STRENGTHS – LIVING WELL

UNDERSTANDING GROUP STRENGTHS - LIVING WELL

For most groups, a 'regression to the mean' on most questions is to be expected, resulting in a summary profile that looks 'middling' or 'average' in most areas. On this page, we have highlighted any areas where this is not the case and where the group differs significantly from the average, in a positive way. These standout strengths represent major assets for this group's unique wellbeing enhancers. Aggregated responses yielding a mean score of 4.26 or above for any particular question are to be considered as exceptionally positive assets, above 3.76 as definite assets, and above 3 as probable but not definite wellbeing enhancers which should be discussed and explored more fully.

Mean	Strengths	Domain
4.36	I have a fulfilling relationship with at least one significant person in my life	Authentic Relationships
4.13	I feel I am important to my family and friends	
4.10	I experience damaging relationships in my personal life*	
4.03	I give and receive love, warmth and affection	
4.00	I can raise concerns or problems with family and friends	
3.87	I contribute to other people's success and happiness	
3.79	My relationships with the key people in my life are as I want them to be	Meaning, Purpose & Direction
4.28	I feel grateful for what I have in life	
4.08	How I behave day to day reflects what is truly important to me	
3.82	I feel I am living my life in a way that is useful to others	Resilience & Equanimity
4.21	Home is a place where I feel at ease	
3.95	I'm happy with who I have turned out to be	
3.90	I feel depressed at home*	
3.87	I feel that I am in good health	Vitality & Energy
3.87	I take care of myself through recommended preventative health measures (e.g. screening tests, health check-ups)	
3.85	My diet is good for me	
3.87	I feel what others want from me in my personal life is reasonable	Balance & Boundaries
3.87	I have sufficient flexibility in my home life to accommodate unplanned work demands	

GROUP WELLBEING PRIORITIES – WORKING WELL

UNDERSTANDING GROUP PRIORITIES - WORKING WELL

Just as a group may have areas where it deviates from the norm in a positive way (see previous page), so there may be some differences which are not so positive. On this page, we have highlighted any areas which stand out as potential liabilities or derailleurs to this group's unique wellbeing experiences.

Aggregated responses yielding a mean score of 2.00 or below for any question are of most concern, of below 3.00 as detractors of definite concern, and below 3.75 as possible detractors.

Mean	Priorities	Domain
3.26	The politics at work detract from my wellbeing*	Authentic Relationships
3.10	I make time to reflect on what is going well for me at work	
3.15	I have made compromises in my career because of factors in my personal life*	Meaning, Purpose & Direction
3.28	I have a clear direction and vision for how I would like my career to evolve	
3.10	I doubt myself more than I probably should at work*	Resilience & Equanimity
3.18	I feel stressed or anxious at work*	
2.15	I spend long periods sitting down at work*	Vitality & Energy
2.72	I use breathing techniques as a tool to slow down and stay calm	
2.90	I control my schedule to avoid back-to-back meetings and allow time for thinking	
3.05	I take breaks during the work day to recharge my batteries	
3.23	I feel drained at work*	
2.49	My work days feel like a race against the clock*	Balance & Boundaries
2.82	In my role I feel pulled in too many different directions*	
3.15	I feel I am drowning in unnecessary admin or 'red tape' at work*	
3.18	I mentally transition from being in work mode before I get home	
3.21	My workload places me at risk of burnout*	Intellectual Engagement & Flow
2.62	At work, my ability to concentrate is compromised by competing demands for my attention*	
3.33	I feel under-utilised at work and that I have more to offer*	

GROUP WELLBEING PRIORITIES – LIVING WELL

UNDERSTANDING GROUP PRIORITIES - LIVING WELL

Just as a group may have areas where it deviates from the norm in a positive way (see previous page), so there may be some differences which are not so positive. On this page, we have highlighted any areas which stand out as potential liabilities or derailleurs to this group's unique wellbeing experiences.

Mean	Priorities	Domain
3.31	I feel my personal relationships suffer as a consequence of my work*	Authentic Relationships
2.82	I get involved in voluntary or community activities which are meaningful to me	Meaning, Purpose & Direction
3.03	I feel driven to conform to expectations of success or 'perfection'*	
3.31	I make time to think about how I am living my life and consider possibilities for how I can change	Resilience & Equanimity
3.23	I feel guilty or sad about not devoting more attention to my responsibilities outside of work*	
3.31	I feel uptight or 'on edge'*	Vitality & Energy
3.38	I balance my own needs with the emotional needs of others	
3.23	I experience sleep difficulties*	Balance & Boundaries
3.28	When my energy is falling, I make time to rest, relax and recover	
3.38	I feel I am getting enough of the right kinds of exercise for my body	Balance & Boundaries
3.46	I use alcohol and/or drugs to de-stress or relax*	
3.13	I have enough time left for myself after attending to my work and family commitments	
3.15	Juggling my work and personal commitments takes its toll on me*	
3.26	I feel stuck on 'fast-forward' and I would love a slower pace and more tranquillity in my life*	
3.26	I have good discipline in 'switching off' from work when I am at home	
3.33	My responsibilities in my personal life are hard to balance with my work commitments*	
3.41	I feel distracted by work issues when I am with family and friends*	
3.44	I feel torn between my work and my family*	

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 'average' is a disguise for extremes that are moderating one another. In a group context, this means we need to be wary of leaping to the conclusion that an average score of 3 or more means everything is 'ok' – it may not necessarily be so, there may be vastly different feelings and experiences within the group, some of which may be decidedly not ok.

On this page, we highlight areas where extreme differences in views within the group exist on any question. This is indicated by the 'standard deviation' (Std Dev), which shows how spread out the group scores are across the rating scale. The larger the standard deviation, the larger the variation in the ratings given. The exact spread of ratings for each item can be seen in the Appendix. Because of the polarised sentiments that may exist, these areas are perhaps the most contentious and sensitive to explore during the group de-briefing process, so great care is required.

Working Well	Std Dev	Living Well	Std Dev
I 'unplug' from work and technology at least one hour before bedtime	1.42	My weight is within a healthy range for my height	1.25
I take breaks during the work day to recharge my batteries	1.10	I feel I am getting enough of the right kinds of exercise for my body	1.16
I use breathing techniques as a tool to slow down and stay calm	1.10	I feel driven to conform to expectations of success or 'perfection'*	1.06
I doubt myself more than I probably should at work*	1.07	I get between 7 and 9 hours sleep at night	1.05
I am careful about my caffeine intake (<4 caffeinated drinks per day and none after 6pm)	1.00	I use alcohol and/or drugs to de-stress or relax*	1.05
I mentally transition from being in work mode before I get home	1.00	My work identity overshadows the other parts of who I am*	1.02
Uncertainty about my role and responsibilities is a source of concern to me*	0.98	I spend too much time dwelling on the negatives in my life*	1.02
In my role I feel pulled in too many different directions*	0.97	I take regular holidays and short breaks for proper downtime	1.02
I feel well rested at the start of the workday	0.93	I experience sleep difficulties*	1.01
I feel drained at work*	0.93	I get involved in voluntary or community activities which are meaningful to me	1.00






NEXT STEPS AS A GROUP

IT IS STRONGLY RECOMMENDED THAT THIS GROUP REPORT IS DEBRIEFED WITH THE WHOLE GROUP PRESENT, USING THE FOLLOWING POINTS AS A GUIDE:

- In general as you go through the debrief, try to resist feelings of defensiveness or weakness. Look for opportunities to increase your understanding, support and sharing of responsibility for wellbeing in the group.
- Look for ways to learn from the experiences and habits of others within the group.
- Recap on the purpose and context for this initiative. Why is GLWS being deployed, what are the drivers and what are the aims/objectives for this debrief? Discuss as a group.
- Open up broader exploration of how 'well' the group feels in general terms, from a physical, social and emotional perspective. What do group members feel is going well for them as a group, what do they see as areas to pay more attention to?
- Invite group members to share key insights from their individual personal reports, to the extent they are comfortable to do so. For example, how was their experience of completing GLWS – thought provoking, helpful, worrying etc? Insights gleaned and key themes?
- Looking at the summary of the Group Wellbeing Profile on Page 5, what does the group identify as the key areas of interest for further consideration and discussion?
- Explore the Group Strengths. What insights are there for the group in terms of what is working well, generally?
- What about the Group's Priorities? Are there any important insights about how the group as a whole is feeling at present? What does this suggest as actions to be taken?
- The Areas of Difference report tells you where there are potentially opposite experiences for individuals in your group. On some wellbeing items, some group members are experiencing these as enhancing wellbeing and some are experiencing them as detracting from their wellbeing. What can be learned from this? (Noting that it may be sensitive to identify the individuals whose data is represented here – try and allow this to emerge, without forcing the issue or making anyone feel uncomfortable. If group members do not feel comfortable in identifying their responses relative to this section, this should be respected).
- Is there one or more of the wellbeing domains that require deeper investigation? Review the domain specific pages for all those that seem to be particular enhancers or detractors for the group's wellbeing.
- Given your new insights into what is impacting your wellbeing both positively and negatively as a group agree, what actions are warranted now?

APPENDIX

AREAS OF DIFFERENCE WITHIN THE GROUP

Authentic Relationships - Working Well	Mean	SD						N/A
I feel part of a close, supportive team	3.74	0.72		1	13	20	5	
I feel respected at work and that other people take me seriously	4.03	0.58			6	26	7	
I have fun and share light-hearted moments with my colleagues	3.82	0.82	1		11	20	7	
I trust my boss	3.92	0.87		2	10	16	11	
I am treated by my colleagues in the way I want to be treated	4.08	0.48			3	30	6	
I experience toxic relationships at work*	3.69	0.83	1	1	12	20	5	
The politics at work detract from my wellbeing*	3.26	0.88	2	4	16	16	1	
At work, I go out of my way to show empathy for others' feelings and needs	4.05	0.79		1	8	18	12	
My work is acknowledged and appreciated	3.67	0.66		2	11	24	2	
I know where I stand with regard to my performance at work	3.90	0.72		3	3	28	5	
I feel I miss out on building close relationships at work because of the demands of my personal life*	4.03	0.72			9	19	10	1






APPENDIX

AREAS OF DIFFERENCE WITHIN THE GROUP

Authentic Relationships - Living Well	Mean	SD						N/A
My relationships with the key people in my life are as I want them to be	3.79	0.86		2	13	15	9	
I have a fulfilling relationship with at least one significant person in my life	4.36	0.90		2	5	9	23	
I feel lonely or isolated*	3.56	0.97		7	9	17	6	
I can raise concerns or problems with family and friends	4.00	0.95		3	8	14	14	
I contribute to other people's success and happiness	3.87	0.66		1	8	25	5	
I spend time and do things with the people I like	3.69	0.69			17	17	5	
I experience damaging relationships in my personal life*	4.10	0.85		2	6	17	14	
I give and receive love, warmth and affection	4.03	0.87		2	8	16	13	
I feel I am important to my family and friends	4.13	0.73			8	18	13	
My family and friends would say I'm distracted when I am with them*	3.51	0.76		3	16	17	3	
I feel my personal relationships suffer as a consequence of my work*	3.31	0.92	1	7	12	17	2	






APPENDIX

AREAS OF DIFFERENCE WITHIN THE GROUP

Meaning, Purpose & Direction - Working Well	Mean	SD						N/A
I make time to reflect on what is going well for me at work	3.10	0.85		10	17	10	2	
When work is not going so well, I make time to reflect and take responsibility for changing my situation or reactions	3.74	0.64		1	11	24	3	
I feel there is not much point to what I do at work*	4.28	0.65			4	20	15	
I feel my personal values align well with those of the organisation I work in	4.26	0.55			2	25	12	
I feel my contribution at work is valuable and makes a difference	4.10	0.60			5	25	9	
I have made compromises in my career because of factors in my personal life*	3.15	0.84	2	4	20	12	1	
My career is central to my sense of identity	3.72	0.83	1	1	11	21	5	
I think I am in the wrong job for me*	4.18	0.91		2	7	12	18	
I derive a sense of meaning and purpose from my work	4.10	0.60		1	2	28	8	
I have a clear direction and vision for how I would like my career to evolve	3.28	0.89	1	5	18	12	3	
I feel able to shape my future at work	3.49	0.76		4	14	19	2	






APPENDIX

AREAS OF DIFFERENCE WITHIN THE GROUP

Meaning, Purpose & Direction - Living Well	Mean	SD						N/A
My work identity overshadows the other parts of who I am*	3.51	1.02	1	6	10	16	6	
I feel grateful for what I have in life	4.28	0.79		1	5	15	18	
I make time to think about how I am living my life and consider possibilities for how I can change	3.31	0.95		8	16	10	5	
How I behave day to day reflects what is truly important to me	4.08	0.63		1	3	26	8	1
I feel optimistic and confident about being able to shape my future	3.77	0.81		2	12	18	7	
I feel I am going through life on automatic pilot*	3.74	0.88		3	12	16	8	
I spend time appreciating nature, the environment and beauty around me	3.62	0.85		4	12	18	5	
I get involved in voluntary or community activities which are meaningful to me	2.82	1.00	3	12	15	7	2	
I think deeply about the purpose and meaning of my life	3.51	0.88		4	17	12	6	
I feel I am living my life in a way that is useful to others	3.82	0.87		3	9	18	8	1
I feel driven to conform to expectations of success or 'perfection'*	3.03	1.06	3	9	14	10	3	

APPENDIX

AREAS OF DIFFERENCE WITHIN THE GROUP

Resilience & Equanimity - Working Well	Mean	SD						N/A
I recover quickly from negative or stressful events and the difficult emotions that result from them	3.69	0.83		4	9	21	5	
I feel depressed at work*	4.00	0.79			12	15	12	
My emotions 'get the better of me' at work*	3.87	0.66			11	22	6	
I doubt myself more than I probably should at work*	3.10	1.07	3	8	13	12	3	
I feel bad about things I've said or done at work*	3.82	0.56			10	26	3	
I make an effort to change the aspects of my thoughts, feelings or behaviours that are unhelpful	3.97	0.74		1	8	21	9	
I feel stressed or anxious at work*	3.18	0.64		5	22	12		
How I have been treated at work in the past is still an issue for me today*	3.87	0.92		3	10	15	11	
I think about my intentions and how I want to 'show up' each day when I arrive at work	3.90	0.68		1	8	24	6	
In a fast paced work environment, I am able to cultivate a sense of inner-calm	3.51	0.79		4	14	18	3	
Uncertainty about my role and responsibilities is a source of concern to me*	3.67	0.98	1	4	9	18	7	






APPENDIX

AREAS OF DIFFERENCE WITHIN THE GROUP

Resilience & Equanimity - Living Well	Mean	SD						N/A
I balance my own needs with the emotional needs of others	3.38	0.85		7	12	18	2	
I feel depressed at home*	3.90	0.85		1	13	14	11	
I express my emotions constructively to my family and friends	3.62	0.81		4	11	20	4	
I feel uptight or 'on edge'*	3.31	0.92	1	5	18	11	4	
Home is a place where I feel at ease	4.21	0.70			6	19	14	
I feel guilty or sad about not devoting more attention to my responsibilities outside of work*	3.23	0.90	2	4	18	13	2	
I feel worried or anxious even when I am not at work*	3.51	0.91	1	2	18	12	6	
I spend too much time dwelling on the negatives in my life*	3.59	1.02	2	4	7	21	5	
I'm happy with who I have turned out to be	3.95	0.76		2	6	23	8	
I avoid dealing with the big problems in my life*	3.67	0.81		2	15	16	6	
I worry about my finances*	3.46	0.91	1	4	14	16	4	






APPENDIX

AREAS OF DIFFERENCE WITHIN THE GROUP

Vitality & Energy - Working Well	Mean	SD						N/A
I feel well rested at the start of the workday	3.36	0.93	1	8	7	22	1	
I control my schedule to avoid back-to-back meetings and allow time for thinking	2.90	0.68		11	21	7		
I take breaks during the work day to recharge my batteries	3.05	1.10	3	9	14	9	4	
I have plenty of 'get-up-and-go' / energy at work	3.82	0.76		3	6	25	5	
I use breathing techniques as a tool to slow down and stay calm	2.72	1.10	6	10	14	7	2	
I feel drained at work*	3.23	0.93	1	7	16	12	3	
I eat nutritious meals and snacks at work	3.82	0.85		4	6	22	7	
I keep well hydrated throughout the work day	3.97	0.87		3	6	19	11	
I am careful about my caffeine intake (<4 caffeinated drinks per day and none after 6pm)	4.21	1.00	1	2	4	13	19	
I spend long periods sitting down at work*	2.15	0.67	4	27	6	2		
I 'unplug' from work and technology at least one hour before bedtime	3.36	1.42	4	10	5	8	12	






APPENDIX

AREAS OF DIFFERENCE WITHIN THE GROUP

Vitality & Energy - Living Well	Mean	SD						N/A
I get between 7 and 9 hours sleep at night	3.54	1.05	2	5	7	20	5	
I have plenty of energy to do the things I want to do	3.69	0.83		4	9	21	5	
I experience sleep difficulties*	3.23	1.01	2	7	13	14	3	
When my energy is falling, I make time to rest, relax and recover	3.28	0.86	1	4	20	11	3	
My diet is good for me	3.85	0.74		2	8	23	6	
I feel I am getting enough of the right kinds of exercise for my body	3.38	1.16	2	8	9	13	7	
My weight is within a healthy range for my height	3.64	1.25	3	4	9	11	12	
I take care of myself through recommended preventative health measures (e.g. screening tests, health check-ups)	3.87	0.92		4	7	18	10	
I use alcohol and/or drugs to de-stress or relax*	3.46	1.05	1	5	16	9	8	
I feel that I am in good health	3.87	0.86		4	5	22	8	
I take regular holidays and short breaks for proper downtime	3.59	1.02	1	4	13	13	8	






APPENDIX

AREAS OF DIFFERENCE WITHIN THE GROUP

Balance & Boundaries - Working Well	Mean	SD						N/A
I mentally transition from being in work mode before I get home	3.18	1.00	1	10	12	13	3	
I am happy with the amount of time I spend working	3.69	0.77		4	7	25	3	
My personal/family life has a negative impact on my work life*	4.15	0.78		1	6	18	14	
I feel distracted by family or personal matters when I am at work*	3.77	0.71		2	9	24	4	
In my role I feel pulled in too many different directions*	2.82	0.97	6	4	20	9		
My work days feel like a race against the clock*	2.49	0.76	4	14	19	2		
I feel what others want from me at work is reasonable	3.85	0.59		1	7	28	3	
I feel I am drowning in unnecessary admin or 'red tape' at work*	3.15	0.78	1	5	21	11	1	
When I feel overloaded at work, I take steps to alleviate the demands on me	3.33	0.87		6	18	11	4	
I have sufficient flexibility in my work arrangements to meet my needs	4.26	0.44				29	10	
My workload places me at risk of burnout*	3.21	0.89	1	7	16	13	2	






APPENDIX

AREAS OF DIFFERENCE WITHIN THE GROUP

Balance & Boundaries - Living Well	Mean	SD						N/A
My work life has a negative impact on my family/personal life*	3.49	0.88	1	3	15	16	4	
My responsibilities in my personal life are hard to balance with my work commitments*	3.33	0.93	1	6	14	15	3	
Juggling my work and personal commitments takes its toll on me*	3.15	0.87	1	7	18	11	2	
I feel distracted by work issues when I am with family and friends*	3.41	0.72		3	19	15	2	
I have good discipline in 'switching off' from work when I am at home	3.26	0.97	1	8	13	14	3	
I have enough time left for myself after attending to my work and family commitments	3.13	0.83		10	15	13	1	
I feel stuck on 'fast-forward' and I would love a slower pace and more tranquillity in my life*	3.26	0.91	2	3	20	11	3	
I feel what others want from me in my personal life is reasonable	3.87	0.80		2	9	20	8	
I feel I am drowning in household chores or personal / family administration*	3.56	0.88		5	12	17	5	
I have sufficient flexibility in my home life to accommodate unplanned work demands	3.87	0.70		1	9	23	6	
I feel torn between my work and my family*	3.44	0.94	2	3	13	18	3	

APPENDIX

AREAS OF DIFFERENCE WITHIN THE GROUP

Intellectual Engagement & Flow - Working Well	Mean	SD						N/A
I feel engaged, alert and 'switched on' at work	4.03	0.58			6	26	7	
I feel my skills and experience are being suitably stretched and challenged by my work	3.87	0.52			8	28	3	
I feel so absorbed by my work that I don't notice time passing	3.49	0.76		2	20	13	4	
I feel under-utilised at work and that I have more to offer*	3.33	0.93	1	6	14	15	3	
My work enables me to develop a sense of expertise and mastery	3.82	0.76		2	9	22	6	
I find it hard to stay focussed at work*	3.51	0.72		4	12	22	1	
At work, I lack the freedom to be innovative*	3.77	0.81	1	1	9	23	5	
At work, my ability to concentrate is compromised by competing demands for my attention*	2.62	0.71	2	14	20	3		
My job and work environment enable me to play to my strengths	4.00	0.56			6	27	6	
I feel genuinely satisfied with and interested in my work	4.03	0.71		2	3	26	8	
I strive to expand and challenge my mind at work	4.21	0.73		1	4	20	14	



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