

The logo for GLWS (Global Leadership Wellbeing Solutions) features the letters "GLWS" in a bold, blue, sans-serif font. A registered trademark symbol (®) is located at the top right of the "S".

GLWS®

GLOBAL LEADERSHIP WELLBEING SOLUTIONS

MYGLWS RESOURCE

Coaching Guide for the GLWS Personal Report

The logo for EEK & SENSE features the company name in a blue, sans-serif font. A stylized orange and blue wave graphic is positioned below the text.

EEK & SENSE

glswellbeing.com

About this resource

Please note, this Guide has been produced for and is provided to the GLWS Accredited Community. It is not for circulation, reproduction or publication in any form without the prior permission of EEK & SENSE.

This guide has been written to provide some starting points for debriefing and coaching on specific GLWS items, to build confidence and capability among GLWS user-accredited practitioners in addressing the wellbeing drains, detractors, stressors and risks (“red” and “amber” flags) indicated by the GLWS Personal Report results.

Our individual professional backgrounds and personal biases, due to our unique experiences in life, may mean that we are prone to interpreting some GLWS items in particular ways that might not apply to all respondents. It is worth holding this thought in mind for yourself when you review GLWS reports and notice assumptions or judgements you may be inadvertently making. On this point, we acknowledge that the following guidance is not an exhaustive list of the approaches you might take with your clients in response to certain GLWS items, and we will always be interested to hear about your individual experiences and what has worked well for you in GLWS debriefs.

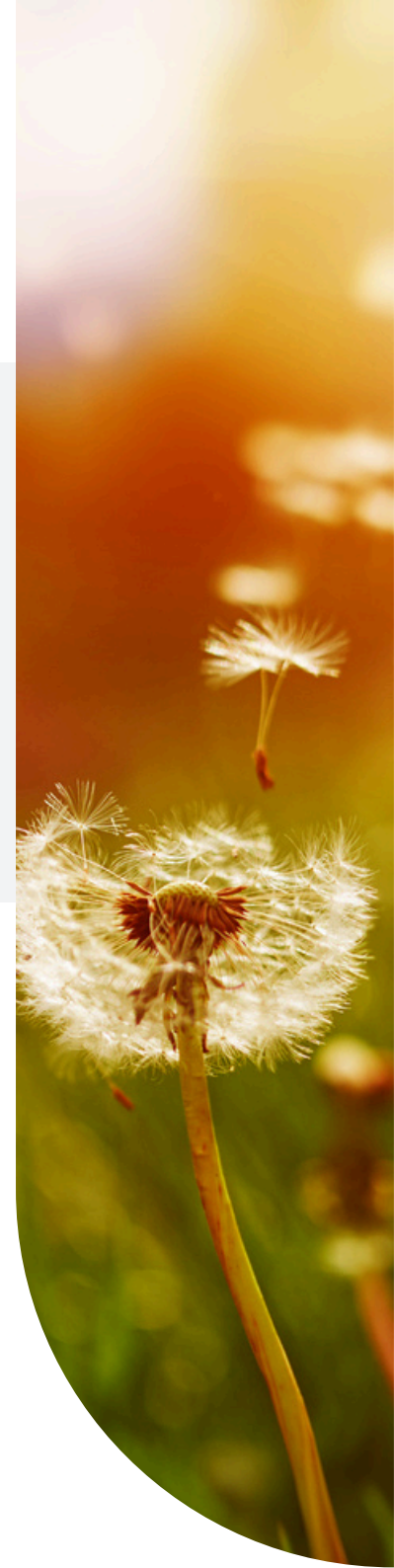
There are several ways to approach providing and debriefing GLWS survey respondents with their personal results, depending on the context, available time, aims and needs to be addressed. These considerations are covered in a separate guide (the GLWS Personal Report Debrief/Interpretation Guide).

This document focuses only on offering ideas and suggestions that may be of value when considering the aspects of a person’s GLWS experiences that are, at least in theory, detracting from their optimal wellbeing. Italicized words in the guide indicate recommended questions or comments you could try out, whereas the non-italicized suggestions are intended as helpful context for you, the accredited user. Survey questions with an asterisk (*) next to them are a reminder that these are negatively worded items, reverse scored in the report, i.e. “always” or “usually” responses are negative and “never” or “rarely” are positive.

All Intellectual Property Rights in the ‘Coaching Guide for GLWS Personal Reports’, a GLWS Product, are owned and retained by EEK & SENSE Partners and are subject to the Common Terms and Conditions for all GLWS Products and Services, as well as the EEK & SENSE website, GLWS Assessment and Reporting System and GLWS Respondents Terms and Conditions of Use.

Contents

Authentic Relationships	Page 4
Meaning, Purpose & Direction	Page 14
Resilience & Equanimity	Page 26
Vitality & Energy	Page 43
Balance & Boundaries	Page 52
Intellectual Engagement & Flow	Page 60



Authentic Relationships

Working Well

GLWS item	Coaching support for 'low' scores
I feel part of a close, supportive team	<p>Social wellbeing is the extent to which we feel a sense of belonging, support and inclusion; our workplace team has a critical impact on most peoples' wellbeing.</p> <p><i>Tell me about your team structure.</i> <i>How do you feel about your team?</i> <i>What would you like from your team that isn't happening now?</i> <i>How much can you influence this?</i> <i>What steps are open for you to take to enhance team cohesion?</i></p>
I feel respected and that other people take me seriously	<p>Our self-image can be strongly influenced by how we are treated in the workplace and the extent to which we enjoy the respect of others.</p> <p><i>What makes you feel that you are not respected at work? What examples are you drawing on to generate this feeling?</i> <i>How recent / bad is this for you? Just one person? Your boss?</i> <i>How is this impacting your wellbeing?</i> <i>What opportunities are there for you to change how people respond to you and your ideas?</i></p>
I have fun and share light-hearted moments with my colleagues	<p>While we know a predominantly hedonistic lifestyle based on the pursuit of shallow and transient pleasures is not, despite the temptations, ultimately conducive to sustaining our wellbeing – we also know that incorporation of the simple pleasures that come from being able to laugh, see the brighter and lighter side of things and enjoy being in the company of our colleagues is an important element of many peoples' wellbeing, regardless of how serious or senior their roles.</p> <p><i>The idea of 'forced fun' is not attractive to many professionals, so tell me, what does fun mean to you? What sort of fun do you feel would be good for you to have more of at work?</i> <i>When have you experienced a more light-hearted environment at work?</i> <i>What options do you have for creating more fun at work?</i></p>

Authentic Relationships

Working Well

GLWS item	Coaching support for 'low' scores
I trust my boss	<p>If this is an orange or red flag (or indeed has been responded to by the 'Prefer not to say' option), it's one of the main items with the potential to have a very serious negative impact on the individual and should be explored in the debrief. We know from the engagement literature; this is one of the main sources of dissatisfaction and distress in the workplace. In a matrix, partnership or other complex organisational structure, you may also need to explore who exactly the respondent has in mind.</p> <p><i>Talk to me about your relationship with your boss.</i> <i>What (if anything) has occurred to leave you feeling less trusting of your boss?</i> <i>What would have to happen to make you feel more trusting towards your boss?</i> <i>How does this relationship impact your wellbeing?</i> <i>What other sources of feedback/support/guidance are open to you from other senior colleagues (to compensate or work around the boss)?</i></p>
I am treated by my colleagues in the way I want to be treated	<p>Bottom line – identify the change that will be helpful and strategies for achieving this.</p> <p><i>How are you treated and how would you like to be treated differently? By whom specifically?</i> <i>On a scale of 1-10, where 10 is the best, how do you feel about this?</i> <i>How well do your colleagues know how you would like to be treated? How do you feel/what do you think they would say about how you treat or interact with them?</i> <i>Explore assertive communication skills, relationship and behavioural boundary setting skills, and associated constructs such as sense of self-worth, and social confidence as potential coaching requirements.</i></p>

Authentic Relationships

Working Well

GLWS item	Coaching support for 'low' scores
I experience toxic working relationships*	<p><i>Tell me about the challenging relationships you experience at work.</i></p> <p><i>Do others experience the same people in the same way?</i></p> <p><i>What is the impact of these relationships on you?</i></p> <p><i>What can you do to minimise this impact – i.e. to protect yourself?</i></p> <p><i>If you can't change the behaviours of others or the relationship, what can you do to change your reaction to it?</i></p> <p>Explore strategies for improving the relationships, as well as those to help changing thought and behavioural patterns to minimise damaging impact – distraction, avoidance, seeking support. If improvements are unrealistic then explore exit options or ways of ending the relationships.</p>
The politics I experience in my work life detract from my wellbeing*	<p>Explore where the politics come from – may be outside their own team and therefore less potent.</p> <p><i>Where do they manifest?</i></p> <p><i>Explore issue of politics versus how they react to them. They can choose to accept that this occurs and let it go – i.e. choose a different reaction.</i></p> <p><i>How do you engage with the 'politics' at work? How does it affect you?</i></p> <p><i>In what way do the politics detract from your wellbeing – how does it make you feel? Is it tolerable?</i></p> <p><i>What alternative responses or reactions could you choose to have to the 'politics'?</i></p> <p><i>Is there any link to your relationship management, stakeholder management, communication or EQ skills here that might help build your immunity?</i></p> <p><i>What or who can make this better? If nothing, what is the plan?</i></p>

Authentic Relationships

Working Well

GLWS item	Coaching support for 'low' scores
I go out of my way to show empathy for colleagues' feelings and needs	<p>Being emotionally generous towards others is strongly linked to wellbeing benefits for the 'giver' of the empathy. The intent of this question is to highlight the role of empathy in forming stronger, deeper connections in the workplace – people who are heard and understood have more trust and goodwill to contribute and it creates a virtuous circle. From a leadership perspective, leadership = creating followers, and this can only be achieved by engaging with people at an emotional level (Robertson 2006).</p> <p>Some respondents report that they don't 'go out of their way' to do this, it comes naturally to them, and they therefore don't like the question as it implies a lack of authenticity or a contrived/manipulative vibe.</p> <p>Explore why they don't – lack of time, don't care, people are too needy, etc.</p> <p>Explore in relation to other responses in this domain – are they treated as they want, do they feel part of a supportive team? How might they need to change their behaviour to elicit the responses they would like?</p> <p>Note too, this is one of the few questions in the GLWS where the top end of the scale (ie a double green flag) could constitute an overdone strength. Some people always go out of their way to show empathy for colleagues' feelings and needs while sacrificing or disregarding their own. Look for clues elsewhere (driven to meet expectations, low boundaries, etc).</p>
My work is acknowledged and appreciated	<p>May connect with 'trusting the boss' item (Q4), also in R&E (Q4: I doubt myself more than I probably should at work) – lack of feedback can exacerbate the self-doubt. May also be appropriate to warn against dangers of looking to others for validation, and to promote more in the way of self-compassion and self-approval.</p> <p><i>Where do you typically get your feedback from?</i></p> <p><i>Who would you like to acknowledge and appreciate your work more? Would they be aware of this?</i></p> <p><i>What scope is there for you to seek more acknowledgement and appreciation?</i></p> <p><i>If you were to self-acknowledge and self-appreciate the work you do, what would you say to yourself that you believe others are undervaluing?</i></p>

Authentic Relationships

Working Well

GLWS item	Coaching support for 'low' scores
<p>I know where I stand with regard to my work performance</p>	<p>Ditto as item above – where do they get this insight from, and from where (and WHY) would they like more?</p> <p><i>What clarity is missing for you about 'where you stand'?</i></p> <p><i>How do YOU feel about your performance?</i></p> <p><i>Why is this so important to you? (Mention basic human need of needing to feel respected and accepted by others).</i></p>
<p>I feel I miss out on building relationships with colleagues because of the demands of my personal life*</p>	<p>There can be many demands that people face in their personal lives that limit the time and opportunities available for building close relationships with colleagues. Transitioning from being a singleton to being married or in a committed partnership and/or to being a parent are classic sources of tension for many, presenting a dilemma and difficult choices that cannot ever really be resolved, rather adjusted to or accepted.</p> <p><i>In what way do you feel you miss out?</i></p> <p><i>How important is that to you?</i></p> <p><i>What is the impact of 'missing out'? What does it mean for you?</i></p> <p><i>Does it matter enough for you to try to change it?</i></p> <p><i>What can you do to minimise the impact or manage the consequences?</i></p> <p><i>With the limited time that you have, how can you maximise the closeness of your relationships with colleagues? How do you show them that you wish you could have longer to be with them?</i></p>

Authentic Relationships

Living Well

Be alert to the potential need to recommend further support from other professionals in relation to ‘red flags’ in this domain, e.g. relationship counselling; clinical psychology; family therapy.

GLWS item	Coaching support for ‘low’ scores
My relationships with the key people in my life are as I want them to be	<p>The ability to suspend negative judgements, avoid over-criticizing and to focus on the positives is associated with having happier and longer marriages! (Fisher, 2012). Making affectionate comments to friends and family lowers the giver and receiver’s cortisol (stress) levels.</p> <p>There may be challenges in relationships with parents, children (especially teenagers), siblings, don’t assume the issues or challenges lie with the partner/spouse.</p> <p>Respondents may have been prompted by this question to realise that they are not giving to the relationships in the way they would like – that they need to change something about how they behave towards their key people. Explore what is behind their response to the item and encourage self-reflection about their contribution to the situation as they see it.</p> <p><i>Tell me about how the relationship is now and how you would like it to be.</i></p> <p><i>What can you do to positively impact the relationship?</i></p> <p><i>Remember, if you can’t change someone else’s behaviour, you can choose your own response to this – what might you do to change your response?</i></p>

Authentic Relationships

Living Well

GLWS item	Coaching support for 'low' scores
I have a fulfilling relationship with at least one significant person in my life	<p>Perhaps we are ultimately responsible for our own joy, but for many people happiness is found and purpose derived from being in a fulfilling relationship with others—being in a relationship with all the messiness, drama, kindness, frustration, loss and delight that any good relationship entails. Discuss research on relationships; this is why it's in the survey, seek permission to explore.</p> <p><i>Do you have a relationship or is the issue that it is not fulfilling?</i> <i>If not fulfilling – tentative exploration and referral. How long have you felt this way? What steps have you taken to make improvements? What would make it more fulfilling?</i> <i>If haven't got one, and fine with it – can 'go there' on research on importance of relationships for wellbeing.</i> <i>If haven't got one and want one: What steps are you taking to get one? What steps might you take?</i></p>
I feel lonely or isolated*	<p>Very big words for a respondent to endorse – worth acknowledging this. Even though our need to connect is innate, some of us always go home alone. Or, we could have people around us throughout the day or even be in a lifelong marriage, and still experience a deep, pervasive loneliness. Unsurprisingly, isolation can have a serious detrimental effect on one's mental and physical health. This has emerged as a detractor from wellbeing in situations where the respondent has relocated / separated from family and friends and has not yet built a new network. Sensitive exploration of the situation and the impact this has on the respondent is needed here.</p> <p><i>Tell me about your response here.</i></p> <p>Gentle encouragement to build a network or reconnect with friends and how to do this can be useful. Be aware for signs of depression – where does this person get social support?</p>

Authentic Relationships

Living Well

GLWS item	Coaching support for 'low' scores
I can raise concerns or problems with family and friends	<p>Communication between loved ones is critically important to maintaining good relationships over time. Explore the nature of the respondent's challenges in being open – with whom, over what issues, what impact does this have on you/them?</p> <p><i>What alternative approaches might be open to you to work with?</i></p> <p>Remember someone else might be best placed to assist the respondent if the difficulties seem entrenched or intractable.</p>
I contribute to other people's success and happiness	<p>Link to research on altruism, giving and acts of kindness (positively impact happiness and wellbeing for the giver). See Q8 above. Also, important to feel useful to others. Genuinely delighting in helping others is a proven indicator of our own happiness, so look for opportunities to offer unconditional help. Explore reasons for the response – is there something they wish they were doing more of but aren't? Or are they unsure to whom they can contribute in this way?</p> <p>Be aware that highly self-critical respondents may reflect a more negative response here than is objectively the case – this might need a gentle challenge of their belief that they are not contributing to others' success and happiness. You may also come across individuals who feel not only that they don't make others happy but in fact that they are contributing to others' misery; in such cases gently challenge what makes them think/feel this is so, and if warranted what changes they could make that would be helpful to improving the relationship.</p>
I spend time and do things with the people I like	<p>This often seems to relate to people who are feeling too busy with work/home/family demands to make time to see others who are important to them – extended family, and friends.</p> <p><i>What is one small step you could make to change this for yourself?</i> (Meet a friend for a meal, arrange an activity with a friend, quarantine some time every month to catch up with people you like and diarise this – have a look at responses to Balance & Boundaries items to identify any underlying issues.)</p>

Authentic Relationships

Living Well

GLWS item	Coaching support for 'low' scores
I experience damaging relationships in my personal life*	<p>Ask if the respondent is happy to discuss this – don't assume. The key focus is to understand the impact of this relationship (on them) and what can be done to reduce this negatively impacting their wellbeing (e.g., psychological, relational, physical boundaries).</p> <p><i>What are the relationships you are thinking of here?</i> <i>How longstanding are these problems? How do these impact you?</i> <i>What have you done/can you do to protect yourself or distance yourself from these relationships?</i> <i>Who else might be able to help you? What support or help do you have?</i> (If none/little or if you have unresolved concern for safety – provide referral to counsellor or therapist.)</p>
I give and receive love, warmth and affection	<p>We hope most respondents 'green flag' this item, and for those that don't, we hope it is simply a reminder to be proactive in looking for opportunities to give love, warmth and affection more frequently to their loved ones. Encourage them to be clear with others what they most value and appreciate in them. Invite to consider whether adopting 'random acts of kindness' as a strategy in their life could work for them. If there are opportunities but the respondent is indicating they have difficulty expressing love and warmth, a referral to a psychologist or therapist may be helpful in helping them to develop such relationship skills.</p> <p>If the respondent is reflecting that they don't receive love, warmth and affection, other items are likely to be consistent with this picture – e.g. 'relationships are not as I would like', 'feeling lonely or isolated'. In this instance, sensitive exploration of the respondent's current personal situation and satisfaction with this is recommended, with a focus on creating more opportunities. In the case of an unsatisfying relationship, exploring what other help the individual has sought or might seek to assist them may be a good place to start.</p>

Authentic Relationships

Living Well

GLWS item	Coaching support for 'low' scores
I feel I am important to my family and friends	<p>The desire to be taken seriously is important for wellbeing – feeling unimportant to your family and friends is not conducive to positive, encouraging relationships.</p> <p><i>What gives you the sense of not being important to your family and friends?</i> <i>Is there another interpretation of the situation/behaviours you describe?</i> <i>How might you broach this with them to seek some reassurances and/or gain clarification. What would they have to do/say for you to believe you are important to them? What would like to ask of them?</i></p>
My family and friends would say I'm distracted when I am with them*	<p>It is not uncommon to see these items given an orange or red flag even when the remaining items in this section are green. If this is the case, it can be worth asking how long the respondent will keep the positive relationships if they don't address the issue of being present when they are with their loved ones.</p> <p><i>In what way are your personal relationships suffering? What does this mean to you? How sustainable is this as a mode of living for you and your loved ones?</i> <i>How do these habitual ways of feeling/behaving sit with you/them?</i> <i>What boundaries do you have in place to separate work from your home life?</i> <i>What other steps might be useful? (E.g. strategies to minimise working at home, taking calls/emails, etc; taking time before coming home to reconnect with home identity and switch off work identity – occupying the 'Third Space').</i></p>
I feel my personal relationships suffer as a consequence of my work*	

Meaning, Purpose & Direction

Working Well

Check for linkages with Intellectual Engagement and Flow – a lack of this can negatively impact meaning, purpose and direction at work.

GLWS item	Coaching support for 'low' scores
<p>I make time to reflect on what is going well for me in my work</p>	<p>What's the issue here?</p> <p>To what extent is the issue a lack of reflection, a lack of positive perspective (negative bias) or the absence of positives upon which to reflect?</p> <p>Can often be neglected in favour of reflection on negative situations. Encouragement to 'smell the roses' every now and then to boost positive mood and wellbeing generally by adopting a more helpful and constructive frame of mind, resisting the temptation to see only the problems and difficulties at work. Might also be helpful to introduce notion of strengths-based psychology, i.e. bring attention to focus on 'Taking in the Good' in how they perform at work.</p>
<p>When work is not going so well, I make time to reflect and take responsibility for changing my situation or reactions</p>	<p>Linked to personal agency and personal responsibility for making realistic internal and external attributions, challenging suboptimal situations and determining to change unhelpful thoughts and feelings, and/or accept what we cannot change.</p> <p><i>How do you tend to think, feel and behave when things are not going so well?</i></p> <p><i>What effect does this have on you / others?</i></p> <p><i>What alternative reactions might be more helpful?</i></p>

Meaning, Purpose & Direction

Working Well

GLWS item	Coaching support for 'low' scores
I feel there is not much point to my work*	<p>May be a reflection of:</p> <ol style="list-style-type: none"> 1. Frustration with the decisions or directions being taken in their organisation/team – they feel unable to influence and therefore there is no 'point'. 2. 'Existential void' – a sense of emptiness when we cannot find or make meaning out of our work, of particular concern for professionals. <p><i>In what way might someone else see value or importance in what you do or bring to work?</i> <i>What would have to happen for your work to feel more important to you?</i></p> <p>Ultimately could lead to exploration of what work/activity would bring more meaning to the individual and how motivated they feel towards pursuing this? Could also explore job crafting / work-design.</p>
I feel my personal values align well with those of the organisation I work in	<p><i>How so? Where do you feel the gap (or clash) exists?</i></p> <p><i>How big an issue is this for you? Simply unpalatable or an insurmountable clash? (If latter then may lead to sense of 'selling soul' due to inauthenticity.)</i></p> <p><i>Are there any aspects of the organisation's values and your personal values where they align well?</i></p>

Meaning, Purpose & Direction

Working Well

GLWS item	Coaching support for 'low' scores
I feel my work contribution is valuable and makes a difference	<p>Feeling what we do is worthwhile is so important because professionals spend a very large part of their lives at work. Dignity of work emphasises the intrinsic value of work, the benefit of having satisfying work and is essential for a fully realised life.</p> <p><i>How does this make you feel about yourself? Is the issue that YOU don't think your work is valuable (lousy work) or you think OTHERS don't recognise your value? What contribution would you like to be making, and how could this be achieved?</i></p> <p>If former, see Q4 above for some pointers, as this was the intent of the question – exploring how our self-image, dignity and self-respect is influenced by what we do for a living. Again, consider job crafting and work design strategies to create work with more opportunities to contribute in useful ways.</p>
I have made compromises in my career because of factors in my personal life*	<p>The key here is likely to be about acknowledgement and acceptance of compromises, and if that is not possible, corrective action and re-prioritisation. The goal is to avoid resentment or sense of martyrdom and to reinforce freedom of individual choice in accordance with values and meaning in life.</p> <p><i>What are the compromises you feel you have made, and at what cost? What does it mean to you?</i></p> <p><i>What has been the upside of this compromise for your outside of work identity?</i></p> <p><i>How aligned are the compromises with your values, and what is most important to you in life? Can you envisage a time in the future when your career might become more important again?</i></p>

Meaning, Purpose & Direction

Working Well

GLWS item	Coaching support for 'low' scores
My career is central to my sense of identity	<p>Another question with the potential for some paradox. The theory behind this question's inclusion here is that a high score (green flags) denotes a positive contribution to wellbeing because of the significant Meaning, Purpose & Direction being derived from work. However, when career becomes a person's only sense of identity, then green-flags may indicate a case of 'too much of a good thing', causing harm to overall wellbeing because it is associated with a loss of work-life balance and unhealthy boundaries. So, explore carefully!</p> <p>If low score (red flags), bear in mind that some respondents may strongly believe that their career NOT being central to their sense of identity is a unilateral positive and therefore will balk at seeing red flags against this item.</p> <p><i>Identifying strongly with our careers is a source of significant meaning and fulfilment for most professionals, yet you indicate this is not the case for you. What are your feelings about this? Has it always been this way?</i></p> <p><i>Though the risk of being overly vested in our work can be very real, the counterargument is that because we spend a huge part of our life working, that is a more rewarding and meaningful positive experience for us, and better for our wellbeing, when our careers are significant to our identity. How does that sit with you?</i></p> <p><i>How central would your ideal career identity be, i.e. how big a part of you would you like it to be?</i></p> <p><i>Is this a deliberate work-life balance choice/restraint you are upholding, or more that you haven't yet found the job that is perfect for you?</i></p> <p>If high scores – probe about potential downsides/costs associated with being so highly invested in and attached to career as part of identity. Terrific from a meaning & purpose perspective, but is career all of who they are? What about when they may not be working? Who else are they in life apart from the professional? What are the implications for their MP&D Living Well assessments and implications for their Balance & Boundaries?</p>

Meaning, Purpose & Direction

Working Well

GLWS item	Coaching support for 'low' scores
I think I am in the wrong job for me*	<p>Job satisfaction and sense of self-worth and identity that comes from having a job we feel suits us is the core issue here.</p> <p><i>What makes you feel this may not be the right job for you?</i></p> <p>Probe intrinsic versus circumstantial factors, e.g. under/over-utilization of strengths, lack of intrinsic value, misalignment with the organisation, relationships at work, etc.</p>
I derive a sense of meaning and purpose from my work	<p><i>What is missing? How does this compare with other roles you have held previously? What insight do you have about why what you do doesn't hold meaning for you?</i></p> <p>Explore in relation to other items in this section.</p>
I have a clear direction and vision for how I would like my career to evolve	<p>Explain:</p> <p><i>When we think about the future, it can be helpful to have thought through what we think is going to be important to us down the path, say 5 even 10 years from now. Not in a rigid and inflexible way, but in a motivating way. Not so much about what job you want to be doing or at what level of seniority, but in terms of what will have to have happened, how will you be and feel in order to feel satisfied and positive about how you have managed your career? It's about anticipating as best we can what is likely to be important to us in the future and being clear about why this is so.</i></p> <p><i>You have indicated you don't have such a picture of what success means to you. It's not a quick exercise, but one suggestion would be to set aside some time on a regular basis as you go through the next year to think about these questions and to envisage different scenarios until you arrive at a picture that feels right for you, and is aligned to your values in life.</i></p>

Meaning, Purpose & Direction

Working Well

GLWS item	Coaching support for 'low' scores
I feel able to shape my future at work	<p><i>What is this about?</i></p> <p>At surface level, can probe lack of career path in the organisation, lack of career conversations, succession planning opportunities, etc.</p> <p>At deeper level, exploring possible unassertiveness in communicating aspirations may shed insight. Deeper still, suggest exploring overdone external locus of control (e.g. blaming outside world), low personal agency/efficacy (we have no influence), or fatalist outlook? Are we authors of our own destiny and the corrupters of our own dreams? Are we the reason we succeed / fail, etc.?</p>

Meaning, Purpose & Direction

Living Well

GLWS item	Coaching support for 'low' scores
<p>My work identity overshadows the other parts of who I am*</p>	<p>This suggests a level of dissatisfaction, but worth checking that this is the case:</p> <p><i>What impact is this having on you?</i> <i>What are the other identities that are important to you?</i></p> <p>If this isn't clear, can try using the 'Who are you?' exercise (ask this question repeatedly with the individual, adding 'and, who else are you?' to later repeats. Push on this till all roles are thought of and named, e.g. father, son, brother, grandson, accountant, leader, role model, runner, reader, traveller, gardener, volunteer, play mate, friend, etc.)</p> <p><i>Which of your other identities are feeling neglected at this time?</i> <i>What steps are open to you to redress this balance? How do you feel about doing this?</i></p>
<p>I feel grateful for what I have in life</p>	<p>State the case for practising gratitude and then explore how the individual can incorporate this into their lives as an antidote to taking life for granted. By 'what I have in life' we are meaning not so much materialism as a sense of the goodness in their lives outside of themselves.</p> <p><i>The word "gratitude" has a number of different meanings, depending on the context. However, a practical clinical definition is as follows—gratitude is the appreciation of what is valuable and meaningful to oneself; it is a general state of thankfulness and/or appreciation. The majority of empirical studies indicate that there is an association between gratitude and a sense of overall wellbeing. What do you think? Would you be open to incorporating gratitude exercises into your daily/weekly habits?</i></p> <p>Suggest journaling about things for which to be grateful, thinking about someone for whom you are grateful, writing/sending letters of gratitude, meditating on gratitude, undertaking the "counting your blessings" exercise – writing down 3 things at the end of every week for which you are grateful, writing thank you notes.</p> <p>Caution difference between gratitude and smugness with material success.</p>

Meaning, Purpose & Direction

Living Well

GLWS item	Coaching support for 'low' scores
<p>I make time to think about how I am living my life and consider possibilities for how I can change</p>	<p><i>"The unexamined life is not worth living"</i> (Socrates). Bit dramatic! But we would certainly agree that an examined life is better than the alternative i.e. we have an ability to transcend our instinct/desires/impulses to make conscious choices. The diffuse sense of unease we feel in contemplating our lives, can be unsettling. Whilst liable to create angst, it is nevertheless a vital and uniquely distinguishing aspect of human existence – it takes courage to identify aspects from where we would benefit from 'waking up to ourselves'. Not easy or comfortable to do but necessary to avoid what philosophers described as 'leading life in bad faith'. Not something we recommend you do on a daily, weekly or even monthly basis, but once/twice per year to 'make a date with yourself' as inflection points.</p>
<p>How I behave day to day reflects what is truly important to me</p>	<p>If your behaviour doesn't match your values, then you may be <i>"living your life in bad faith"</i> (Sartre) or in a state of <i>"non-being"</i> (Heidegger) – i.e. when we are not being authentic in our world. To do so requires reflection on our sense of self, our knowledge of ourselves, our values, and our judgements. To what extent do you feel you are being true to yourself? The burden we all carry is the freedom to choose our behaviour, and there is a constant temptation to live inauthentically, to behave as others want us to behave because of what they will say or think, rather than based on what we freely choose and believe is important.</p> <p><i>In what way do you feel how you behave doesn't reflect who you are or what is truly important to you?</i> <i>How much does this bother you? Do you know what the associated risks are of doing this over a sustained period?</i> <i>What thoughts do you have about what might be causing you to behave in a way that isn't congruent with your values?</i> <i>What adjustments could you make to your behaviour/what you show on the outside that would be more authentically aligned to who you are on the inside?</i></p> <p>A very tangible example of incongruence in behaviour and what is valued for senior executives can be the dominance of work in their lives to the detriment of their partner and children. When asked what is most important, they invariably refer to loved ones, yet their day-to-day existence is oftentimes at odds with this. Other items in GLWS will give this insight in advance and highlight the need to probe on this point.</p>

Meaning, Purpose & Direction

Living Well

GLWS item	Coaching support for 'low' scores
I feel optimistic and confident about being able to shape my future	<p><i>Can you say some more about what prompted you to flag this as an area of potential concern? Why did you 'ping' it as being low?</i></p> <p>Two issues here, one is disposition towards optimism and confidence, and the other is accepting the freedom and responsibility we have to choose and create our futures.</p> <p>If low in former, then work on positive thinking via thought challenging and reframing, looking for the positives. If low on latter, then the key point is about making time for deep reflection about what moving towards a positive future would look like (social world, emotional world, professional world, physical health world, etc.)</p>
I feel I am going through life on automatic pilot*	<p>The theory here is that each of us is free to make our own choices in relation to how we live, and where we don't actualize this freedom to choose and accept responsibility for broadening and deepening our experiences in life, then we are living in a 'default' mode.</p> <p><i>In what way does your life feel like it is on automatic pilot?</i></p> <p><i>If you were making more conscious, purposeful choices over how you are leading your life, what changes would you make?</i></p> <p><i>What is preventing you from making some of these changes, at least in part?</i></p> <p><i>How could you move closer to leading a life that is more choice-ful and less default?</i></p> <p><i>What do you fear might happen if you carry on as you are doing?</i></p> <p><i>What are the consequences of carrying on, on automatic pilot?</i></p>
I spend time appreciating nature, the environment and beauty around me	<p>There is lots of research and evidence about the benefits to wellbeing of being close to the natural world – be this in a city park or in the bush.</p> <p><i>What do you enjoy doing in the natural world? How does this make you feel? How often do you get to enjoy the environment?</i></p>

Meaning, Purpose & Direction

Living Well

GLWS item	Coaching support for 'low' scores
I get involved in voluntary or community activities which are meaningful to me	<p>Altruism is beneficial to meaning and wellbeing. Do something beyond self-interest. Bigger than self, making some sort of contribution. The respondent may feel they are doing 'meaningless' work but they can do something important out of work e.g. coaching kids' sport. Can be fun activities that give pleasure, e.g. a fun run.</p> <p>Sometimes people are unaware they are doing community work – they don't consciously count things like baking the cakes for the school stall, giving lifts to sporting teams, helping out with reading/tutoring in schools, etc. It doesn't have to be about building houses in Africa – it's a question of what creates meaning for you.</p> <p><i>Think about issues and activities in your family and community. If you were to become involved as a volunteer, how might this look? Or think about the socio-political, humanitarian or environmental concerns that you have – what would it feel like for you to help do something about these? What steps can you take to explore what contributing your time might look like?</i></p>
I think deeply about the purpose and meaning of my life	<p><i>What is meant by this question – we are checking in to see if you are at risk of 'selling your soul' to work alone, or tend to take time to reflect on your identity, life and how you are living it. Are you living life in a way that feels true to who you are deep down and what you want to achieve in your life?</i></p> <p><i>Potential risk of emptiness in life now or later if not considering this – the need to 'step off' every now and then to see if you are comfortable with who you are and your place in the world.</i></p>

Meaning, Purpose & Direction

Living Well

GLWS item	Coaching support for 'low' scores
I feel I am living my life in a way that is useful to others	<p><i>"What is the meaning of life? To be happy and useful" (the Dalai Lama)</i></p> <p>We recognize that meaning in our lives is often found through connecting with and being kind to others, and this is something we can do whether we're in a romantic relationship or not. We can be of service to others, not by just noting what we can do for someone else but by actually doing it – it doesn't have to be huge acts such as feeding thousands, it can be achieved through daily practice of noticing, seeing, hearing those with whom we are in a relationship, acknowledging, respecting and loving them.</p> <p><i>What makes you feel this way? What does "useful" mean to you? (Note unrealistic expectations, challenge and aim to recalibrate as appropriate.)</i></p> <p><i>Who are the "others" you had in mind when answering this question? In what ways might you be able to be more "useful" to them? If you walked in their shoes, how might they like you to be available to them?</i></p>

Meaning, Purpose & Direction

Living Well

GLWS item	Coaching support for 'low' scores
<p>I feel driven to conform to expectations of success or 'perfection'*</p>	<p>When we unthinkingly default to our employer, family, friends, peer group or society's norms or when we conform to expectations, goals or choices that are not of our own consideration, we are being inauthentic, i.e. not true to ourselves.</p> <p>Having the courage to consider all the possibilities, define your own ideals, choose your own path and to create a personal vision for success is central to the notion of self-mastery in achieving wellbeing. This reflects the importance of autonomy in determining what choices you have open to you in identifying your own personal criteria for success.</p> <p>Consider too that consumerism fosters and exploits the restless, insatiable expectation that <i>"there has got to be more to life"</i> (Eckersley, Hamilton, & Denniss, 2005.)</p> <p><i>Successful in comparison to what? Put aside what you feel other people may view as success for you, what do you want for yourself?</i></p> <p><i>Consider what you want to experience as you go through life, what you are most passionate about, how you want to develop and evolve as a person, what you want to achieve, what your deepest talents are, how you want to inspire others and what you would like to conquer.</i></p> <p><i>High achievers strive for success, but how clear are you about what success really looks and feels like for you in your life? What is right for you? What does achieving your full potential – professionally and personally – look like for you?</i></p>

Resilience & Equanimity

Working Well

Careful review of the other domains is needed before interpreting this section – consider the impact of ‘poor’ Vitality and Energy and Balance and Boundaries on general levels of anxiety, resilience and ability to manage emotions. In other words, without the right foundations of sleep, rest, nutrition and exercise it is quite likely that Resilience & Equanimity will suffer to some degree. This comparison can help you to differentiate between temporary states of low Resilience & Equanimity due to other factors and a longer-term predisposition towards anxiety, instability and low emotional control. In either case, the strategies below may assist, as well as coaching points for Vitality & Energy and Balance & Boundaries.

GLWS item	Coaching support for ‘low’ scores
<p>I recover quickly from negative or stressful events and the difficult emotions that result from them</p>	<p>99% of stress is generated internally by the beliefs we hold about situations. Stress is the over-arousal of emotion; every time we feel stressed, we are feeling a negative emotion of one kind or another, in an overdone way. (Ekman, 2013)</p> <p><i>Describe what typically happens for you after you have experienced negative or stressful events? How would you like this to be different?</i></p> <p><i>Is there anything you have tried that helps you bounce back more effectively? What are your emotional triggers?</i></p> <p>This is an issue of emotional resilience, having the inner resources to bend, flex and come back to normal in the face of adversity, without being overly disrupted or allowing events to take a disproportionately large emotional toll. Our inner resources tend to be depleted by unhelpful thoughts and feelings that in turn may have unhelpful effects on our behaviour and on our bodies (physical symptoms of feeling upset).</p> <p><i>What thoughts do you have when you are feeling upset that may be unhelpful or exacerbating the difficult emotions and stress? How might you challenge these thoughts? Even if they are objective and realistic, they are still unhelpful to your recovery.</i></p> <p>Suggest reframing, distraction. Some constructive and balanced reflection on painful experiences can help us to develop greater self-insight and accountability for our part in difficult events, but ruminating and getting stuck can lead to an over-arousal of unnecessary anxiety.</p>

Resilience & Equanimity

Working Well

GLWS item	Coaching support for 'low' scores
I feel depressed about work*	<p><i>You've said you feel depressed at work... are you okay to talk about this with me or would you prefer not to?</i></p> <p>Seek permission, if not gained then must provide referral with STRONG recommendation to put in place, and then follow up on this after the initial feedback session – duty of care.</p> <p><i>We purposefully use the word 'depressed' in a way that allows others to interpret in their own way. Whilst momentary feelings of being sad and down play a normal part in our emotional repertoire; being depressed such that it interferes with how well you are able to lead your life is a condition for which effective professional help is available and should be sought. I am keen to explore whether this is what you meant or whether you feel or know you are suffering from depression as an underlying illness?</i></p> <p>Depression can be an illness or a mood. Symptoms of 'depression' (the illness) include fatigue, exhaustion, sadness, feelings of emptiness, helplessness and hopelessness, an under-arousal or slowing down of energy, motivation, brain and body. These difficulties can lead to unhelpful thoughts, feelings and behaviour that may lead in turn to a reduction in effort, leading in turn to further deterioration to thoughts, feelings and behaviours – a downwards spiral. It is vital to distinguish 'having depression' from 'feeling depressed' in mood.</p> <p>Have referrals to clinical psychologist, psychiatrist or other mental health provider to hand, and handouts with the depression checklist. Urge to seek support. Stimulating the brain and increasing activities even when we might not really feel like it, is more helpful than resting and inactivity when depression is an issue.</p>

Resilience & Equanimity

Working Well

GLWS item	Coaching support for 'low' scores
While working, my emotions 'get the better of me'*	<p>It is not an event that causes us to become emotional – it is how we react to the event (i.e. our thoughts, feelings and behaviour). Bring awareness to the internally generated hypothetical threats and recognise them for what they are, transient events in the mind rather than imminent threats to our safety.</p> <p><i>You've said emotions get the better of you at work – in what way do you feel this is so?</i></p> <p><i>To what extent have you always tended to be this way, versus this being a more recent phenomenon for you? If latter, how much is to do with what is going on in your life and at work in this moment?</i></p> <p><i>What are the triggers for your emotions and how do your emotions manifest?</i></p> <p><i>What have you tried as strategies to better regulate your emotions in the workplace?</i></p> <p><i>Think of someone you know who manages to control their emotions in a way that is appropriate – what are they thinking/doing/saying?</i></p> <p>Also see Q10 below on developing 'inner calm'.</p>

Resilience & Equanimity

Working Well

GLWS item	Coaching support for 'low' scores
<p>I doubt myself more than I probably should at work*</p>	<p><i>What is triggering your self-doubt?</i> (May blame others for this)</p> <p><i>As you mature in life, one of the measures of success is weaning yourself off the approval of others. What can you do to maintain your own self-esteem for yourself?</i></p> <p><i>Accept that others may never be able to give you what you want from them - for example, looking to your boss for positive feedback or encouragement might be like going to the butcher and asking for a loaf of bread. Not ever in stock! What do you think of your own performance and contribution and what insights, feedback and endorsements do you get from others?</i></p> <p><i>Stop holding on to the source of frustration or worry – think of these as actors on the stage that need to move off. Let it go.</i></p> <p>NB may be worth noting that many respondents to date are identifying this as a 'red flag'. Consistent with the prevalence of imposter syndrome, it begs the question as to why, and it's also important to encourage the respondent to consider the questions above and seek to build their sense of self confidence.</p> <p>Also, worth pointing out that <i>some</i> self-doubt in the form of humility and belief that others may be as good or even better than us is an attractive emotionally intelligent quality. A total absence of any self-doubt can be intimidating to others, convey arrogance, narcissism or psychopathy! It's a question of degree...</p> <p><i>Is the level of self-doubt that you are experiencing helpful and serving you well?</i></p>

Resilience & Equanimity

Working Well

GLWS item	Coaching support for 'low' scores
<p>I feel bad about things I've said or done in the work context*</p>	<p><i>Is this a general and recurring issue, or something more specific and isolated that you feel bad about? What sorts of bad feelings? What thoughts do you have about this? What are you saying to yourself?</i></p> <p>Guilt is a strong and distressing feeling, often associated with shame or its nicer cousin embarrassment. It can be hard to throw off and is an obvious detractor to our wellbeing.</p> <p>Explore unhelpful or unrealistic beliefs, being aware of a tendency to hold oneself to impossibly high standards or perfectionism, and disinclination towards self-compassion. Important to challenge unhelpful thinking patterns like these.</p> <p><i>Aren't you being a bit harsh on yourself? What would you say to a friend who is feeling like you?</i> <i>You may not have responded in an ideal manner, however was there anything that was good about happened?</i> <i>You may not have responded in an ideal manner, however what can you say or do to recover the situation / relationship?</i> <i>How can you constructively make amends or alleviate the distress?</i></p> <p>If it's a more general disposition towards feeling guilty for past behaviour, it may be helpful to provide some refreshers on managing conflicts, i.e. avoid laying blame, making generalizations, getting defensive/aggressive, watch tone of voice, volume of voice, pace of delivery, facial expressions, choice of language, etc. – all of these can help minimise future likelihood of further bad feelings by diminishing the risk of inappropriate behaviour in first instance. Similar work on strategies for regulating emotions in the heat of the moment might be useful.</p>

Resilience & Equanimity

Working Well

GLWS item	Coaching support for 'low' scores
<p>I make an effort to change the aspects of my thoughts, feelings or behaviours that are unhelpful</p>	<p>We are not our thoughts. We are not our feelings. Thoughts trigger feelings and feelings trigger thoughts. In this way, they are impermanent and therefore our stresses or negative feelings can be impermanent too.</p> <p><i>Firstly, what sorts of thoughts, feelings or behaviours can you identify for yourself that may be unhelpful or detract from your wellbeing? If you listened to your inner critic, what nasty things does it say to you?</i></p> <p><i>How might you challenge or modify these thoughts and stop (disrupt) your unwanted behaviours? If you were being kinder to yourself, what would you say or do?</i></p> <p>Unhelpful thoughts, feelings and behaviours on a recurring basis can interfere with how we want to lead our lives and may be symptoms of anxiety or depression. Our thoughts are not always true and are often exaggerated; therefore, it is helpful to learn to recognise your thoughts, challenge them, modify them, and practice new thoughts, determining to take a more self-compassionate view. (Professor Titov, 2013)</p>

Resilience & Equanimity

Working Well

GLWS item	Coaching support for 'low' scores
I feel stressed or anxious about work*	<p>99% of stress is generated internally – but our bodies respond in the same way irrespective of whether the threat is real or imagined. Stress is a preoccupation with the self, which is always about the past or the future, never the present. Therefore, making a concerted effort to stay present, in the minute without becoming preoccupied by the future or ruminating over the past is key to managing stress levels.</p> <p><i>How much of the time, to what extent, and is it generalized or specific? How does your anxiety manifest itself?</i></p> <p>Offer reassurance they are not alone: the prevalence of anxiety and depression in Australia is very common – around 20%; that means 1 in 5 of us may make sub-optimal decisions or choices that affect our life's span and trajectory, at any one moment (Professor Titov 2013). Symptoms of anxiety include elevated levels of apprehension, restlessness, muscle tension and other physical symptoms of being in a state of over-arousal.</p> <p>Offer further reassurance by sharing that many worries have a real basis and are a natural response at some level, and it's only when worry is unhelpful to the extent of interfering with our ability to concentrate that it's an issue. Even when this is the case, emphasise that there are practical and proven strategies that will help.</p> <p>Explore with the individual, ways of more realistically calculating the likelihood of their fears being realised and the probability that they will be able to cope in the unlikely event that their worst fears do come true.</p> <p>Even simpler strategies for shifting their focus away from the triggers of their anxiety and worry are also very effective, as a distraction from their worry.</p> <p>Some people also find that setting aside a pre-arranged and scheduled time in their week (not before bed!) for Worry Time is an effective way of compartmentalizing their anxiety and channelling into a more constructive problem-solving outlet. It is reasonable to assume that many worries may be resolved if we try to find solutions.</p> <p>Have referrals to clinical psychologist, psychiatrist or other mental health provider to hand, and handouts on depression checklist. Urge to seek support.</p>

Resilience & Equanimity

Working Well

GLWS item	Coaching support for 'low' scores
<p>How I have been treated at work in the past is still an issue for me today*</p>	<p><i>In what way?</i></p> <p><i>To what degree have you voiced your disappointment or concerns? (Many people engage in avoidance or safety for fear of making the situation worse. Encourage gentle challenge and gradual exposure to expressing needs and wants. May require associated work on linguistic and influencing skills – how to have 'difficult' conversations.)</i></p> <p><i>What's the worst that could happen if you did? How could you do so in a persuasive and assertive way, rather than in a way that is experienced as aggressive or complaining? What would have to occur to change the way you feel about how you have been treated?</i></p> <p>Look at links to Authentic Relationships, Working Well and especially 'I trust my boss'.*</p>
<p>I think about my intentions and how I want to 'show up' each day when starting work</p>	<p>The key construct here is an emphasis on how we are going to be more than on what are going to do (of course, not mutually exclusive). How we 'show up' determines the climate for ourselves and everyone around us. How can you signpost to others your intentions?</p> <p><i>Having presence requires us to be fully present. When you walk into the office from a hard morning or after a difficult night at home, or come straight from one challenging meeting into another, to what extent are you running the risk of not being fully present? What can you do to be less preoccupied with what has come before and more focused on what is happening in the here and now? May lead into conversation about mindful practice.</i></p>

Resilience & Equanimity

Working Well

GLWS item	Coaching support for 'low' scores
<p>In a fast-paced work environment, I am able to cultivate a sense of 'inner-calm'</p>	<p>We need to be able to recognize when we are experiencing an over-arousal of 'fight or flight' mode. Our bodies were never designed to use 'fight or flight' as a lasting or permanent state. Inner calm comes from developing the skills to slow down the brain and the body <i>before</i> we become overly anxious to release the 'fight or flight' response, otherwise we have difficulty regulating our emotions, staying open and positive to experiences, concentrating, making sound decisions, attending to new information, learning, and remembering accurately and positively. Unless we dampen 'fight or flight' we get stuck on over-drive and are in a permanent state of anxious 'high alert.'</p> <p><i>You've said you don't feel you have much inner calm, how do you generally feel?</i> <i>What is effective in helping you relax and feel calm on the inside? What have you tried already?</i> <i>Do any of the following strategies appeal to you? Setting aside regular time to practice skills such as controlled breathing, meditation, mindfulness, challenging unhelpful beliefs or 'acting as if' you are relaxed and confident? They are all proven strategies when embedded into your daily way of being.</i></p>
<p>Uncertainty about my role and responsibilities is a source of concern to me*</p>	<p><i>What are you afraid might happen? How likely is this? To what extent do you think you will be able to cope/manage if that does occur? What would you do?</i></p> <p><i>What underlying beliefs and assumptions are you making? How realistic or helpful are these? How might you modify them?</i></p> <p><i>What steps can you undertake to obtain more clarity about your situation, and if this is not possible, what can you do to alleviate your worry (see Q7 above).</i></p> <p>The issue for wellbeing is to develop some flexibility and willingness to adapt to life's challenges and to 'go with the flow', supported by an underlying belief in one's ability to cope and thrive in the face of adversity. It's impossible to have a successful career without also experiencing some loss or at least change.</p>

Resilience & Equanimity

Living Well

Be alert to the potential need to recommend further support from other professionals in relation to 'red flags' in this domain, e.g. counseling; clinical psychology; psychiatry.

GLWS item	Coaching support for 'low' scores
I balance my own needs with the emotional needs of others	<p><i>You've indicated you feel you don't often manage to balance your own needs with the emotional needs of others ... whose needs are most likely to be overlooked? How does this make you feel? What is the likely longer-term impact?</i></p> <p>If it's the individual's needs that are being downplayed, then he/she may have a passive or people-pleasing style or have deeply held values about manners and caring for others, whereby others' needs take higher priority than own needs, and others' needs are satisfied at expense of own needs. Many working parents express that they focus more on the emotional (and practical) needs of others in their family (e.g. children and partner) and neglect their own, i.e. rarely make time to do things for themselves, do everything for everyone else. Whilst highly nurturing, this can lead to being taken for granted and subsequent resentment.</p> <p><i>What assumptions or beliefs underlie this response? How might you challenge or modify these to adopt a healthier, more self-respecting position? What skills would help you to be more aware and attentive to your own needs?</i></p> <p>If it is others' needs that are being overlooked, then it's possible the individual may have developed a dominant style whereby others' emotional needs are not being respected or considered, and that some empathy and compassion / other-focus skill building may add positively to everyone's wellbeing. Either way, both of these styles are likely to cause detriment to the quality of relationships with key people in their lives, with a knock-on impact on their own emotional wellbeing, with the most extreme outcomes including martyrdom and /or being unloved or not cared for by others.</p>

Resilience & Equanimity

Living Well

GLWS item	Coaching support for 'low' scores
I feel depressed about my personal life*	<p><i>You've said you feel depressed at home... are you okay to talk about this with me or would you prefer not to?</i> Seek permission, if not gained then must provide referral with STRONG recommendation to put in place, and then follow up on this after the initial feedback session – duty of care.</p> <p><i>We purposefully use the word 'depressed' in a way that allows others to interpret in their own way. Whilst momentary feelings of being sad and down play a normal part in our emotional repertoire; being depressed such that it interferes with how you feel and live your life overall is a serious condition for which effective professional help is available and should be sought. I am keen to explore whether this is what you meant or whether you feel or know you are suffering from depression as an underlying illness? How does it manifest for you? What thoughts and feelings do you have?</i></p> <p><i>Most of us feel a bit bummed out from time to time with the challenges that life throws at us. Was this what you had in mind, as a temporary feeling that comes and goes in relation to particular reasons and moods? Or is what you are feeling a more general and lasting sense of being down, maybe for no obvious reason?</i> <i>For some people being or feeling depressed at home is associated with loneliness, for others it might be because they stop being 'busy' at home, as if life 'stops' when they come through the door or the depressed feelings may be because of relationship difficulties with parents, children, partners, families. Or maybe there's no obvious reason. Tell me a bit about what you meant?</i></p> <p>Symptoms of 'depression' include fatigue, exhaustion, sadness, feelings of emptiness, helplessness and hopelessness, an under-arousal or slowing down of energy, motivation, brain and body. These difficulties can lead to unhelpful thoughts, feelings and behaviour that may lead in turn to a reduction in effort, leading in turn to further deterioration to thoughts, feelings and behaviours – a downwards spiral. It is vital to distinguish 'having depression' from 'feeling depressed'.</p> <p>Have referrals to clinical psychologist, psychiatrist or other mental health provider to hand, and handouts on depression checklist. Urge to seek support.</p> <p>When feeling depressed, stimulating the brain and getting active -- increasing activities even when we might not really feel like it, is more helpful than resting and inactivity. Doing the opposite of what we might feel like doing!</p>

Resilience & Equanimity

Living Well

GLWS item	Coaching support for 'low' scores
I express my emotions constructively to my family and friends	<p>An emotion is a complex psychological state that involves three distinct components Hockenbury & Hockenbury, 2007):</p> <ol style="list-style-type: none"> 1.a subjective individualised interpretation which is unique to each person's experience 2.a physiological response such as stomach lurch, sweaty hands, feeling sick, racing heartbeat, rapid breathing 3.a behavioural or expressive response, including body language (smile, frown, fist pump) <p>Universal human emotions include fear, disgust, anger, surprise, happiness, sadness, embarrassment, excitement, contempt, shame, pride, satisfaction, and amusement. Regulating our emotions – recognising what triggers them, accurately labelling what we are registering and feeling, appropriately moderating or controlling them, and the constructive expression of these feelings thereafter are key aspects of emotional intelligence and may require specialist help and referral.</p> <p>Being able to talk about how we feel, and what we need and want from others at an emotional level is an essential part of maintaining our wellbeing. This is because being clear and appropriately assertive in our communication style with others who are important to us in our lives may help us and them to solve problems and resolve conflicts that may arise, ideally before they become big issues.</p> <p>Communicating constructively and assertively about our emotions does not necessarily guarantee we will get what we want and need but it at least enables us to tell others about our needs while respecting theirs. It is a skill that requires practice, especially if you are unaccustomed to communicating with the important people in your life, in this way.</p> <p>One well established formula for expressing feelings and emotions constructively is as follows: <i>'When XYZ happens, I feel ABC and the result is that MNOP'.</i></p> <p><i>What sorts of emotions were you thinking of when you were answering this question? What happens for you with these? What sorts of physical reactions do you tend to experience, and in what way do you tend to react that doesn't feel constructive to you?</i></p> <p><i>What could you do in the future to be more constructive in the way you express your emotions?</i></p>

Resilience & Equanimity

Living Well

GLWS item	Coaching support for 'low' scores
I feel uptight or 'on edge'*	<p>Refer to other responses about having time for oneself (LW Balance & Boundaries) and anxiety (Q7 below). An exploration of the respondent's approach to managing stress and anxiety is valuable here.</p> <p><i>What prompts this feeling for you? What makes it worse? What lessens it? What alternatives are there for how you manage these situations? What have you tried in the past that worked? What lifestyle habits (sleep, exercise, alcohol/drugs, etc.) have changed for you or are not constructively helping you reduce tension?</i></p> <p>Focus on breathing, meditation, mindfulness can be helpful here as well as a realistic evaluation of how much the respondent is trying to achieve in limited time – self-inflicted pressure might be key here. (Refer to expectations of success item in LW Meaning, Purpose & Direction.)</p>
Home is a place where I feel at ease	<p>When home is not a haven from the outside world, many of us will feel quite out of kilter or emotionally fragile. When those that we live with – their expectations of us or judgements about us – mean going home at the end of the day isn't a soft-landing place or refuge from the challenges we experience at work, how do we replenish and recharge emotionally without this as our foundation? Familiarity breeds contempt and often we are harsher and more critical to our loved ones (and them to us) than we would be with strangers.</p> <p><i>What might help reset the atmosphere at home? What can be done to help you and your family be loving, kind, accepting, respectful and supportive with one another?</i></p> <p><i>What can you do at home that is enjoyable, with your family and/or giving each other freedom to do what one another enjoys?</i></p> <p><i>What can you change to make it feel more like a team that's pulling together?</i></p>

Resilience & Equanimity

Living Well

GLWS item	Coaching support for 'low' scores
<p>I feel guilty or sad about not devoting more attention to my responsibilities outside of work*</p>	<p>This question is targeted at parental guilt (probably typically maternal guilt but maybe paternal guilt about leaving the child rearing to their partner?). But don't presume, it could be another carer, community, church, political or volunteering commitment. Anything!</p> <p>A sensitive exploration of the things they feel guilty about neglecting is useful. Reframing expectations about being 'super woman/man/mum/dad' may be helpful. Acceptance of what they can and can't change at this point in their lives. Have they talked about this with other important people in their lives, e.g. partner? What other sources of support might be open to them to alleviate some of these feelings of guilt or sadness?</p> <p>In an intractable situation, reframe what benefits there are from the status quo.</p>
<p>I feel worried or anxious even when I am not working*</p>	<p>Threats (worries, anxieties and negative emotions) come in the form of our thoughts and feelings about the situations we experience, the changes or demands that are to be met and our ability to meet these demands. These beliefs are what constitute our stress. It is not an event that causes us to become anxious or worried – it is how we react to the event (i.e. our thoughts, feelings and behaviour). Aim to build your ability to cope in the face of adversity by consciously trying to bend and flex our thoughts, feelings and behaviours.</p> <p><i>Can you identify the thoughts that are giving rise to feeling worried or anxious? What can you do to interrupt, stop or replace these thoughts?</i></p> <p>Bring awareness to the internally generated hypothetical threats and recognise them for what they are, transient events in the mind rather than imminent threats to our safety.</p> <p><i>Can you recognise and allow/accept what you are thinking and feeling? Get curious about what might be behind your reactions? What beliefs might be being unhelpful?</i></p> <p>Focus on the breath – practice deep 'belly' breathing consciously for a few minutes a day, every day. Relax the body by taking a big exhalation, forcing some yawns, fiddling with our lips, consciously relaxing our tongue. Take a deep breath and make a space between stimulus and response.</p>

Resilience & Equanimity

Living Well

GLWS item	Coaching support for 'low' scores
<p>I spend too much time dwelling on the negatives in my life*</p>	<p>Look for positive facts and let them become positive experiences; our capacity to notice and attend to the positive things that happen in our lives is an important driver of our wellbeing (Waters, 2013).</p> <p><i>If we forced you to look at what is going well in your life, what would you say? What might other people point to about you or the life you are leading?</i></p> <p>Make effort to 'stay present' in the minute without letting our minds wander, to dwelling overly on what has happened in the past, or becoming preoccupied with worrying about what might happen in the future. <i>Instead of thinking about all the negatives, how would it be if you were able to focus 100% of your mind on what is happening solely in this present minute?</i></p> <p>Aim to combat 'Negative Bias' and practise 'Taking In The Good' (TITG) <i>Can you pick out a positive from each experience or each day, starting with today and keeping this practice going for 3 weeks?</i></p> <p>"Choose an attitude of gratitude and avoid the sentiment of resentment" (Waters, 2013) <i>Try to remember and savour the good experiences: a practical exercise is to identify "3 good things" from every day, no matter how small, that you are grateful for having experienced.</i> Use these positives as antidotes to soothe and replace the negatives.</p>

Resilience & Equanimity

Living Well

GLWS item	Coaching support for 'low' scores
I'm happy with who I have turned out to be	<p>Can be indicative of low sense of self-worth and low esteem, so tread carefully.</p> <p><i>You've responded in a way that suggests some disappointment or lack of pride in what you feel you have achieved ... are you okay for me to discuss this with you?</i></p> <p>Encourage challenging unhelpful or unrealistic expectations of self and modifying these to a kinder and more compassionate approach to self.</p> <p><i>To what extent might you be being overly harsh or unkind towards yourself? To whom are you comparing yourself? What character, skill or experience, strengths and achievements can you recognise in yourself?</i></p> <p>Explore whether adopting the concept of 'Good Enough' as an alternative to perfection might be an option. This is not about abdicating or dropping standards to accept mediocrity. It is about prioritising and being kinder in the demands we place on ourselves.</p>

Resilience & Equanimity

Living Well

GLWS item	Coaching support for 'low' scores
I avoid dealing with the big problems in my life*	<p>We are masters at distracting ourselves but when we do avoid the big issues in life, the result for many of us is a subconscious harbouring of ever increasing subjective, objectless, diffuse feelings of angst or dread which unsurprisingly detract from our sense of flourishing. This takes the form of what some therapists refer to as 'ontological anxiety', a type of existential angst. This burden is alleviated when we face into the big questions about our future and any conflicts or challenges relating to our meaning and purpose in life. Additionally, suppressing our emotions makes us feel them more intensely and our response to them is stronger (Ekman, 2013).</p> <p><i>Are there specific issues or challenges you are aware you are avoiding, or is it more of a general reluctance to think deeply about what matters most in life? Why do you think you are putting them off?</i></p> <p><i>What is the likely impact of continuing to avoid facing into these issues?</i></p> <p><i>Do you have a preferred approach to problem solving? Is there a framework or method you have used in the past that may work for you here? (Breaking problems down, identifying issues, brainstorming options, evaluating pros and cons, prioritising decisions, agreeing review periods, etc.)</i></p> <p><i>When would be a good time over the coming weeks to allocate a time to sit down and contemplate these challenges in a structured and constructive manner?</i></p> <p><i>What help do you need? Where or from whom might you be able to get some support?</i></p>
I worry about my finances*	<p>Materialism and consumerism can be a path to misery – humans are prone to become grasping. There is a threshold level of financial security that makes you happier, but beyond that, it doesn't impact.</p> <p><i>What is creating the pressure? What is your standard of living like? Are you open to revising your aspirations – what is really important to you? How much is 'enough'?</i></p> <p>(The worry may be indicative of higher security needs – derived from past experiences, or a general tendency to worry).</p> <p>Financial planning assistance?</p>

Vitality & Energy

Working Well

Be aware of straying into physiological / medical territory that may be beyond your knowledge/experience in this domain, and always refer to GP for any physical or mental health complaints. Working on V&E can be a good first place to start, especially if the client believes that their resilience is suffering because of lower levels of energy, poor sleep, lack of exercise and so on. Balance & Boundaries may also need some work in order to provide the necessary scaffolding, i.e. the space and time in which exercise and other healthy habits can develop.

GLWS item	Coaching support for 'low' scores
I feel well rested at the start of the workday	<p>The concept of 'energy management' is relevant here = sleep, rest, movement and nutrition. If these things are being attended to well, then at the start of the day, a person should be well rested. If this item is 'red flagged', explore in the profile and in the debrief, which of the four factors might be less than optimal for the respondent (bearing in mind that there may be physical health and mental health contributors to the lack of energy). Help the person gain clarity over the most likely reasons they are not well rested and open up a conversation about whether they believe/want this to change, and if so, what they are willing to 'give up' to achieve change. All change involves loss of some kind, so depends on what they view as more desirable, e.g. staying up late and finishing work or watching a movie or getting to bed for adequate recovery. Feeling tired at the start of the day can also be a motivational/emotional issue not merely a physical one.</p>
I control my schedule to avoid back-to-back meetings and allow time for thinking	<p>Very commonly 'red flagged' in many organisations! The debrief/coaching in relation to this item can be about challenging the individual to take more control and break out of old habits that aren't serving them well. There can be a sense of learned helplessness about diary management in some organisational cultures – 'nothing I do will make any difference and so I won't do anything'.</p> <p>Explore the cultural norms for the respondent's organisation and team and ask how well these serve the individuals? <i>What steps could you take to make changes to how your calendar is managed?</i> <i>Can you block out a lunchbreak? How can you make this stick?</i></p> <p>Introduce the concept of the 50 minute meeting as one possible aid to diary management. Identify peers who may be similarly struggling and discussive option of collective change. <i>What do you fear would be the negative consequences of your breaking the usual pattern? What's the worst that could happen? How likely is that? How could you communicate it in advance?</i></p>

Vitality & Energy

Working Well

GLWS item	Coaching support for 'low' scores
I take breaks during the workday to recharge my batteries	<p>As above, how can they manage their calendar to build in breaks?</p> <p>Without breaks, they aren't managing their energy optimally.</p> <p>Explore how they feel if they do ever take a 10-15 break/walk outside the building?</p> <p>Ask what role modelling they are doing for their team by NOT taking breaks?</p> <p>Consider how digital devices could be used as a positive intervention here.</p>
I have plenty of 'get-up-and-go' / energy at work	<p>Relates to energy management – explore what is missing, the contributing factors, how long it's been this way, how concerned they are, whether they have ruled out any medical problems (e.g. low iron), and what they think would make the biggest difference. Are they physically exhausted, bored or overwhelmed? What's the issue?</p>
I use breathing techniques as a tool to slow down and stay calm	<p>Many respondents 'red flag' this one through lack of knowledge/understanding about the activity of breathing to reduce stress and tension. They may even consider it to be a bit 'out there' for them/for a corporate setting. Refer to the physiology of breathing – slow and calm breathing activates the parasympathetic nervous system and reduces the stress hormones in the body.</p> <p>Ask them in the debrief to take a few slow breaths and then reflect on how they feel. Fast and most portable stress reliever known to humankind!</p> <p>Good to follow up with specific breathing techniques as a handout. Can be an introduction to meditation / mindfulness practice if indicated to be of benefit to the respondent.</p>

Vitality & Energy

Working Well

GLWS item	Coaching support for 'low' scores
I feel drained while I am working*	<p>Some respondents have reported 'feeling drained' as OK – they occasionally work really hard on something they feel highly motivated on, and the result is that they feel drained at the end of it. This might result in a 'sometimes' response. Red flags on this item do seem to have negative connotations, however.</p> <p><i>Give me an example of when you have felt drained?</i> <i>What contributes to you feeling drained? Are there particular types of work, forums, people, interactions, or other pressures associated with feeling more drained? (Might be out of work stress; workload; relationship pressures; physical exhaustion due to some other cause, etc. There are usually clues in the GLWS report.)</i></p>
I eat nutritious meals and snacks throughout my work day	<p>If not, why not? Availability, lack of planning, lack of time to access healthy foods? Most respondents know what they should be eating – the barriers to taking positive action are more likely to be perceived time and organisation, rather than cost or lacking education.</p> <p><i>What needs or fears do you have that are addressed by not eating healthily?</i></p> <p>Coaching on desired goals, actions and follow through can be useful.</p>
I keep well hydrated throughout the work day	<p>Dehydration will lead to feeling drained, unwell, poor sleep and so on. Guzzling litres and litres of water is not required however! Encourage habits of drinking some water, using a water bottle or whatever other strategy is likely to work for the individual.</p>

Vitality & Energy

Working Well

GLWS item	Coaching support for 'low' scores
I am careful about my caffeine intake (<4 caffeinated drinks per day and none after 6pm)	<p>Caffeine is not good for maintaining energy levels in the long term, despite our addiction to the quick hit! The 'half-life' for caffeine in the body is approximately 5 hours, i.e. 5 hours after consumption, ½ the caffeine is still in your body. Caffeine in the system will make it harder to fall asleep and harder for your body to reach the deep, restorative stages of sleep. Avoid for at least 6 hours before going to bed.</p> <p>With a caffeine 'nut', work with them on how to reduce their intake gradually – not cold turkey. Guide them in setting small targets to reduce.</p>
I spend long periods sitting down while working*	<p>Too much sitting down is linked with obesity, back pain, taking more minutes off our lives per hour than smoking. Try standing up regularly, setting reminders on devices to stand up, have standing desks, shorter meetings, standing meetings or even a treadmill desk.</p> <p>'Sitting is the new smoking'.</p>

Vitality & Energy

Working Well

GLWS item	Coaching support for 'low' scores
<p>I 'unplug' from work and technology at least one hour before bedtime</p>	<p>Potentially controversial! But the research is there to back it up. Screens/working before bed are not conducive to a good night's sleep because:</p> <ul style="list-style-type: none"> -The interactive nature of most screen technology means your brain is kept active for longer instead of winding down - They serve as a distraction and keep you up longer - The light emitted from the screens can delay the release of melatonin in your body, thereby delaying sleep onset - If you are using your screens before bed, what's to stop your kids (if you have them) doing the same, leading to arguments, raising your blood pressure, resulting in delayed sleep onset for you! - Device addiction is real – when restricting usage makes you irritable, anxious, diverts you from focussing on the right priorities, and creates trouble elsewhere in your life, it has reached a problematic level. <p>Suggestions:</p> <ul style="list-style-type: none"> - Buy an alarm clock and keep devices in another room - Set boundaries about what time you will stop checking work emails, and any emails/social media and stick to it. - Establish a bedtime routine that does not include looking at a screen (shower/bath, reading, music, meditation, etc.) - Use device and app settings to monitor and control usage -If necessary, approach in a similar way to other substances/processes you must regulate to ensure usage is not excessive or harmful.

Vitality & Energy

Living Well

GLWS item	Coaching support for 'low' scores
I get between 7 and 9 hours sleep at night	<p>Sleep researchers are unequivocal on 90% of the population needing 7-9 hours sleep to have adequate rest and recovery. 5% need less than 7 hours and 5% need more than 9 hours. Many people have gone for so long on less sleep than this that they believe they don't need it. It's at a cellular level that the body misses out, even subjectively you might feel ok.</p> <p>If a person sleeps less than 7 hours ask them: <i>Do you have a regular bedtime and getting up time? What happens if you go to bed earlier? When was the last time you tried to get more sleep? When you are on holiday are your sleep patterns the same? What do you think you might you feel like if you did get one hour more sleep per night?</i> <i>Talk to me about your sleep habits. How does a lack of sleep affect you and others around you? What have you tried with regard to getting more sleep?</i></p>
I have plenty of energy to do the things I want to do	<p>As this is a Living Well question, responses in the red here might indicate a lack of energy 'left over' after work is done, in which case, explore the Vitality & Energy for Working Well and Balance & Boundaries.</p> <p><i>What are the things you want to do but don't have then energy for?</i> <i>What adjustments can you make to your energy management to try and get that extra bit of energy for this?</i></p>

Vitality & Energy

Living Well

GLWS item	Coaching support for 'low' scores
I experience sleep difficulties*	<p>Sleep deprivation diminishes concentration and impairs memory; reduces the ability to communicate and lowers creativity; triggers moodiness and increases stress and anxiety; impairs motor skills and people skills; hinders performance, negatively impacts decision making, reduces productivity; is related to a variety of serious health problems such as obesity, diabetes and cardiovascular disease (ref – Sleep Well, Lead Well by Centre for Creative Leadership 2014). There is no doubt – sleep deprivation is a killer.</p> <p><i>To what extent do you feel your sleep difficulties are within your control to address (caffeine, alcohol, nicotine consumption too late at night; setting self-up for better sleep by relaxing into bedtime; managing stress, etc)?</i></p> <p><i>What have you tried already?</i></p> <p><i>What help have you sought for your sleep difficulties?</i></p> <p>Be aware of the potential for a sleep disorder being present (as opposed to poor sleep habits) and be ready to refer to GP/sleep specialist. The science on sleep has evolved significantly and there are several strategies other than medication and good 'sleep hygiene'.</p>
When my energy is falling, I make time to rest, relax and recover	<p>Many respondents seem to be bad at this – actually recognising when they are depleted and need to rest and take time to replenish their energy stores. Being tired is not a badge of honour. Neither is being busy. Work with them to identify their triggers to know they need a break and what form the 'break' should take. Perseverance, grit, stamina and pushing through are not infinitely possible or successful, and habitually pushing self to the brink will create negative health and performance effects.</p>

Vitality & Energy

Living Well

GLWS item	Coaching support for 'low' scores
My diet is good for me	<p>These 4 items are the very basics of good physical wellbeing and most respondents are well aware of what they should be doing for themselves in these areas. Gentle exploration of what they are doing currently, what works for them and some easy steps to take to make progress might be the best approach. Be encouraging of self-compassion while motivating them to address whatever their needs might be.</p> <p>NB ideal exercise plans should include cardiovascular fitness (making you puff and keeping your heart healthy); strengthening (building muscle to stop you toppling over when old) and flexibility (keeping your ageing body agile and bendy)</p>
I feel I am getting enough of the right kinds of exercise for my body	
My weight is within a healthy range for my height	
I take care of myself through recommended preventative health measures (e.g. screening tests, health check-ups)	
I use alcohol and/or drugs to de-stress or relax*	<p>If red flagged, you have to ask!</p> <p>Alcohol consumption can often be related to poor sleep – it helps you drop off but then leads to night-time waking in the second half of the night. Carefully explore the respondent's level of satisfaction with their habits here and their appetite for change – can they find an alternative way to relax? In exploring, do not focus on moral judgements; focus concerns on health, relationship, energy and performance impacts.</p>

GLWS item	Coaching support for 'low' scores
I feel that I am in good health	<p>If a respondent doesn't feel in good health, then the first recommendation would be to see a GP!</p> <p>If this is red flagged it may be that the respondent has a chronic condition that affects their wellbeing and this is useful background for you to be aware of. Be sensitive to how much the respondent wants to share about their health.</p>
I take regular holidays and short breaks for proper downtime	<p>This item is getting at FOTAL – Fear of Taking Annual Leave!</p> <p>Explore what gets in the way of taking breaks – is it fear of missing out, insecurity, inability to step away? It could also reflect a level of unhappiness with the options regarding who to spend this downtime with – either a lack of a partner or friend or dissatisfaction in the relationship.</p> <p>Gently challenge these perspectives with the benefits from being able to completely switch off from work for periods of time. Important for allowing others to step up while one is absent and so aid their development. Important for maintaining relationships outside of work.</p> <p>Planning breaks and holidays ahead of time is a great way to punctuate the year and achieve better balance and boundaries too. Plenty of evidence suggesting that much of the psychological benefit derived from holidays is the comforting knowledge of a break coming soon and the positive anticipatory emotions.</p>

Balance & Boundaries

Working Well

Potentially the least well domain for senior executives generally – classic work/life balance factors impacting Authentic Relationships, Vitality & Energy and Resilience & Equanimity. Recourse to values and other Meaning, Purpose & Direction items may assist in helping to achieve a ‘reset’ – starting from now, what changes do they want to make to their balance and boundaries?

GLWS item	Coaching support for ‘low’ scores
I mentally transition from being in work mode to allow for downtime	<p>Open up a conversation about how they travel to and from work, and what they can do to change mindsets so that they ‘show up’ fully present when they go through the door at home at the end of the day (or to the office in the morning for that matter).</p> <p>Introduce the concept of transitioning when coming home and purposefully shedding the workplace identity.</p> <p>See http://www.thethirdspace.com.au/ for specific techniques from Dr Adam Fraser</p>
I am happy with the amount of time I spend working	<p>This taps into respondents who would like to work less (or more) but feel constrained. Do they know how much work they want? What’s getting in the way of them achieving this? Who is in control of this?</p> <p>If they want to work more but have other demands on their time, helping them choose how to react to this might be beneficial. Patience might be in order.</p> <p>(Can be worth pointing out that the more a person ‘copes’ with increased workload, the more an organisation typically will give to them...so sometimes, not coping or pushing back is necessary and the most helpful response.)</p>

Balance & Boundaries

Working Well

GLWS item	Coaching support for 'low' scores
1. My personal/family life has a negative impact on my work life*	<p><i>We all have times when our home life impinges upon our work, but you have indicated this is usually or always the case for you. In what way? For how long has this been so? How do you cope?</i></p> <p><i>What strategies have you tried so far?</i></p> <p><i>What might help?</i></p> <p><i>When it's at its worst, what would be helpful for you? Where/how can you get this help?</i></p> <p><i>What would have to happen in the future for you to feel your personal life/family life is not having a negative impact on your work life? Is there any part of this that is realistic or possible for you to work towards?</i></p> <p><i>Who else may be able to help?</i></p> <p>It's comparatively unusual to see this item red-flagged and, where it is, there is often a backstory of challenging/difficult circumstances that may/may not be possible to change. Explore with care and establish the extent to which the person would find it helpful to discuss.</p>
I feel distracted by family or personal matters when I am at work*	<p>Can ring true for returning parents, especially in early months, when childcare is new and unproven. May also be for people with an immediate family issue or health concern (bereavement, sick family members; own health), or temporary period of personal stress – separation, divorce, moving house, renovations, etc.</p> <p><i>How does this impact you at work? What steps do you take to be 'present' at work?</i></p>
In my role I feel pulled in too many different directions*	<p><i>You have indicated you sometimes, usually or always feel pulled in too many different directions at work; how many hats do you wear, what are they?</i></p> <p><i>Who or what is responsible for all the different directions?</i></p> <p><i>How can you feel you have better balance across the different requirements of your role?</i></p> <p><i>What needs to change?</i></p> <p><i>What will happen if you don't change this aspect of your working life?</i></p> <p><i>How clear are your priorities and where your focus needs to be?</i></p>

Balance & Boundaries

Working Well

GLWS item	Coaching support for 'low' scores
My work days feel like a race against the clock*	<p>Combat the hurry virus by cultivating an inner slowness and an inner calm, remaining focused and still on the inside when life and work is turbo charged and fast. Slowing down not only delivers better results but delivers faster results. Employees who are trained to avoid over scheduling are more productive, think more creatively and more strategically, experience lower levels of burnout and report feeling happier, healthier and more relaxed (Honore, 2012).</p> <p>Frequently endorsed by GLWS respondents, especially those who aren't 'controlling their calendars' or taking any breaks.</p> <p>Use of conscious breathing, breaks, better diary management might assist. Encourage the respondent to take charge.</p> <p><i>What would help to achieve a better pace to your day?</i> <i>Think of one thing you can do to slow life down for yourself. And another...</i></p>
I feel what others want from me in my work role is reasonable	<p>If the respondent's assessment is that other people are making unreasonable demands on them, explore what is the basis for this, and what they have done about it.</p> <p><i>What is 'unreasonable' in your mind?</i> <i>What have you said or shared, what feedback have you given to others at work about this?</i> <i>How long has this been the case? Is it chronic or acute?</i> <i>How might you be contributing to the demands being unreasonable?</i></p>
I feel I am drowning in unnecessary admin or 'red tape' in my work*	<p><i>What is the source of your unnecessary admin or red tape? Are you alone in this in your team/org, do you think?</i> <i>What would you like to see happen?</i> <i>How much influence can you have over this? Can you tackle it at the source?</i> <i>What happens if you ignore it?</i> <i>Who else can deal with this?</i></p>

Balance & Boundaries

Working Well

GLWS item	Coaching support for 'low' scores
When I feel overloaded at work, I take steps to alleviate the demands on me	<p>Learned helplessness can play a part here – so worn down that they keep accepting it and believing they can't change anything.</p> <p>Identifying triggers that they are overloaded can be positive. <i>What steps would you take in this situation ... who do you speak to, what options are there?</i> <i>What barriers to action are there? Is this about avoiding conflict/confrontation with a senior person or being seen to not be 'up to it'?</i></p>
I have sufficient flexibility in my work arrangements to meet my needs	<p>This may be related to organisational policy and practices and/or the approach of the immediate line manager. <i>Explore current situation and gaps – what would you like to have happen that isn't?</i> <i>What sources of support and advocacy are there within your organisation? (other people seeking flexibility, diversity managers).</i> Encourage creativity in how they construct and create their case for flexibility.</p>
My workload places me at risk of burnout*	<p>A big one, often indicated as orange or red in the GLWS reports. Worrying. Highly likely to be linked to other items in the GLWS profile. Clarify whether they are talking about bone-deep physical exhaustion, mental-fog, overload and fatigue, or emotional detachment and cynicism, or all?</p> <p><i>How long have you been dealing with this level of work?</i> <i>How close to 'burn out' do you feel you are right now? (respond according to risk)</i> <i>Have you experienced this level of workload pressure before? How did you respond, resolve it, what happened? Are you guilty of coping – just putting one foot in front of the other?</i> <i>Having reviewed this report, how do you feel about the impact your workload is having on your wellbeing?</i> <i>What's next? What can you do to improve this situation?</i></p>

Balance & Boundaries

Living Well

GLWS item	Coaching support for 'low' scores
My work life has a negative impact on my family/personal life*	<p>This is interference from work into the respondent's home life by direct means (travel away from home, late hours, working weekends) and indirect means (high stress, worry, etc. causing knock-on issues in home life and or health that impacts family/personal life).</p> <p>Explore what the impacts are, how much control the individual can exert on these impacts and what practical transitional / boundary management steps they might employ to minimise the negative impact.</p> <p><i>How much of this impact is under your control versus being driven by organisational / role requirements?</i></p> <p><i>What do you believe, or fear will happen if you were to compartmentalize work more stringently? Which is of more concern, the possible impact on your work or the impact on your family?</i></p> <p><i>How effectively are you managing your boundaries between work and home at present? Rate yourself 1-10.</i></p> <p><i>How can you move up 1-2 points – what practical steps can you put in place?</i></p>
My responsibilities in my personal life are hard to balance with my work commitments*	<p>Many busy people are heavily committed within work and outside of work (e.g. carer roles, roles relating to children's activities, clubs, sporting organisations, political groups, community groups, etc.) From time to time, it is good for us all to review these commitments and evaluate which of these we want / need to continue with, and which might be timely to revisit.</p> <p><i>Is this because your work commitments are consuming a lot of extra time at present, or because your responsibilities outside of work are onerous? Where are things 'out of balance' for you in this regard?</i></p> <p><i>Is this a temporary situation or one that requires more reflection on how to make changes?</i></p>
Juggling my work and personal commitments takes its toll on me*	<p><i>Tell me about the toll of the juggling act. What does that look like or feel like for you? What is there that you could off-load (even temporarily) that might help you at this time?</i></p> <p><i>Who can help with the juggle? What gets in the way of this help being forthcoming?</i></p> <p><i>Could you be guilty of 'trying to do it all'? What is taking your time or energy or both that is not providing any return or value to you?</i></p>

Balance & Boundaries

Living Well

GLWS item	Coaching support for 'low' scores
I feel distracted by work issues when I am with family and friends*	<p>Link to Authentic Relationships, and risks to these. How do you experience this distraction? Are you physically attending to work rather than them, or are you mentally pre-occupied but physically present, or present and trying to be with them but emotionally caught up in work worries?</p> <p><i>What feedback do you get on this from family and friends? How do you feel about this?</i> <i>What triggers your preoccupation? (emails/text/call/general worry/lack of switching off)</i> <i>What can you do to better manage the boundaries?</i></p>
I have good discipline in 'switching off' from work	<p>Fundamental question – can the respondent leave the work behind and fully engage in the rest of their lives and relationships? If this is an issue, they might need a 'pattern interrupt' – i.e. some clear line in the sand that from this point on, they will change. Encourage the respondent to make commitments to themselves about working hours, how to transition between home and work and how to relax in their 'own' time. Reminders about what/who they hold most dear, what they most value in life, who and what is most important to them can help refocus on this task (i.e. stop short-changing the people who are most important to you; be present in their lives).</p>
I have enough time left for myself after attending to my work and family commitments	<p>Working parents often neglect their own needs! (As well as others, without the excuse of children.) Encourage respondents who aren't making time for themselves to reflect on how this impacts them? And how it would impact them (and their families) if they did take this time?</p> <p>Challenge them to find one single activity they could undertake in the next week for themselves (as simple as coffee and the paper on their own or with a friend).</p>

Balance & Boundaries

Living Well

GLWS item	Coaching support for 'low' scores
<p>I feel stuck on 'fast-forward' and I would love a slower pace and more tranquility in my life*</p>	<p>Explore the source of this sense of pace – is it work or home or both? <i>Life is about choices, what can you choose to jettison each day?</i> <i>How can you break the cycle of “running to keep up” ... the nonsensical activities we get lured into that aren't beneficial or even necessary.</i> <i>What you believe is important in the moment and what can you let go of?</i></p> <p>Acceptance if at stage of life – busy time (with kids, parents, etc) <i>What would you experience with a slower pace, what would this look like? What would an hour of tranquility look like – what would you be doing, who would you be with, where would you be? Now, what is stopping you?</i> <i>What would you like to spend time doing instead? If you got the 'Busy virus' cured, what would your life be like?</i> <i>What choices are you making with your time?</i> <i>Are you wasting time by doing mindless things, e.g. TV, social media?</i></p> <p>Explore very short mindfulness practice as an effective strategy to calm and slow the mind and the body.</p>
<p>I feel what others want from me in my personal life is reasonable</p>	<p>If the respondent's assessment is that other people are making unreasonable demands on them, explore what is the basis for this, and what they have done about it.</p> <p><i>What is 'unreasonable' in your mind?</i> <i>What feedback have you given to others about this?</i> <i>How might you be contributing to the demands being unreasonable? (i.e. a pattern of agreeing, even when there's not really time or something you want to do?)</i></p>

Balance & Boundaries

Living Well

GLWS item	Coaching support for 'low' scores
I feel I am drowning in household chores or personal / family administration*	<p><i>What is the source of the personal / family administration? What's contributing to this?</i> <i>How much influence can you have over this?</i> <i>What happens if you ignore it?</i> <i>Who else can deal with this?</i> <i>Are you dealing with this in the most efficient way? What else would help you tackle it more efficiently?</i></p> <p>Reference The Gender Wellbeing Gap GLWS Insights Paper</p>
I have sufficient flexibility in my home life to accommodate unplanned work demands	<p>This might be sensitive and respondents may be more or less willing to discuss their home set up. Single parents rarely have much flexibility unless they have extended family support.</p> <p><i>What do you feel is the impact of this on your work performance?</i> <i>How does this impact your home life?</i></p>
I feel torn between my work and my family*	<p>A big question.</p> <p>Could be when the respondent has a high WW Meaning, Purpose & Direction i.e. they derive a lot of meaning and purpose from their work and really enjoy engaging with this fully. Family demands get in the way of being able to do what they want to do at work.</p> <p>Equally, could be when a respondent really wants to devote more time to their family / parental role and feel they can't because of the demands of work / financial needs / their career identity.</p> <p><i>What is the source of the tension for you? Tell me more about this.</i> <i>How does this feeling of being 'torn' play out for you? What happens emotionally and in your relationships as a result?</i></p> <p>Relate back to issues of boundary management - how well are they quarantining the time at work and the time at home?</p>

Intellectual Engagement & Flow

Working Well

Always worth exploring in connection with Meaning, Purpose and Direction; a lack of Intellectual Engagement & Flow is likely to impact Meaning, Purpose & Direction at work. We define Intellectual Engagement and Flow through their five F's... "the FEELING of being in a psychological state of effortless FOCUS and high attention where we experience FULFILMENT from being positively captivated and lost in absorption, with the FREEDOM of choosing to pit our brains to any challenging activity we feel well-matched, where the net feeling is one of FUN and enjoyment rather than stress.

GLWS item	Coaching support for 'low' scores
I feel engaged, alert and 'switched on' when working	<p>If not, then the respondent is unlikely to feel intellectually engaged at work, and this suggests a missing aspect to their wellbeing. <i>Talk to me about your response here, if you don't feel engaged and alert, what are you feeling?</i></p> <p><i>What is behind this?</i></p> <p><i>How would you like to feel?</i></p> <p><i>What is in your control to change?</i></p> <p><i>What's behind you feeling more switched off than on at work?</i></p>
I feel my skills and experience are being suitably stretched and challenged by my work	<p>Essential ingredients to achieving 'flow' – feeling that there is a challenge, but you have the capacity to meet this.</p> <p><i>In what way unsuitable?</i></p> <p><i>Tell me about your responses here. Do you lack 'stretch' or feel the stretch exceeds your skills and experience?</i></p> <p><i>What would need to change to achieve an optimal balance between these two things?</i></p>
I feel so absorbed by my work that I don't notice time passing	<p>A classic indication of being in 'flow'</p> <p>Rarely or never responses might indicate that the pattern of work or nature of the work doesn't allow for periods of absorption – link to 'controlling calendar to allow time for thinking'?</p> <p>Might also indicate that the work is fundamentally uninteresting or unabsorbing – link to 'being in the wrong job for me'?</p> <p><i>How do you feel about your response here? What is your reflection on your engagement with your work?</i></p>

Intellectual Engagement & Flow

Working Well

GLWS item	Coaching support for 'low' scores
I feel under-utilised and that I have more to offer*	<p>Not often indicated, but can relate to feeling underutilised in the right way – i.e. not using strengths and capabilities.</p> <p><i>What more do you feel you can offer?</i></p> <p><i>What opportunities do you think there are at work for you to feel more fully utilised?</i></p>
My work enables me to develop a sense of expertise and mastery	<p>Building skills and expertise can be highly motivating and stimulating for many people, just as the sense of stagnating can be detrimental to intellectual wellbeing.</p> <p>Explore if the work/role has enabled this before but has stalled, or if this has never been present for the respondent in this role/organisation?</p> <p><i>How does this impact your motivation and wellbeing?</i></p> <p><i>What would you like to develop mastery in?</i></p>
I find it hard to stay focussed while working*	<p>The opportunity to focus/concentrate on work is a prerequisite to achieving flow. The avoidance of distractions is important to being able to focus.</p> <p>Respondents may also feel they lack focus because they lack direction, or have too many priorities. Help to explore these varying factors might be beneficial.</p>
In my work, I lack the freedom to be innovative*	<p>For many people, being creative and innovative is a key part of feeling intellectually engaged with their work. The absence of this can have depleting impacts on their wellbeing.</p> <p><i>What gets in the way of your innovation? How would you like it to be? What can you change to progress towards this? (If you can't change it, how can you change your reaction to it? What other avenues are open to you to use your creativity/innovative thinking?)</i></p>

Intellectual Engagement & Flow

Working Well

GLWS item	Coaching support for 'low' scores
When working, my ability to concentrate is compromised by competing demands for my attention*	<p>This is commonly red flagged for people who have heavy workloads and multiple responsibilities. Link with WW Balance & Boundaries.</p> <p><i>What is the source of the demands for your attention? What have you done to try to make space to concentrate? (Quarantine thinking/working time; communicate about this to the team; encourage others to do the same; respect boundaries; agree protocols for contact, etc.)</i></p>
My job and work context enable me to play to my strengths	<p>Tapping into strengths psychology – using strengths will lead to more engagement, satisfaction and happiness. If red flagged, ask what the barriers are to using their strengths and explore if these are valued in their role/team/organisation.</p> <p><i>What are the strengths you would like to make more use of? What opportunities are there for you to use these strengths at work / outside of work?</i></p> <p>Link to other items on 'wrong job for me' and making a contribution.</p>
I feel genuinely satisfied with and interested in my work	<p>Red flags would suggest that there is a fundamental mismatch between the role and the person OR there are circumstances in the workplace that are seriously interfering with the respondent's capacity to enjoy it and feel satisfied (e.g. dealing with difficult people issues/redundancies/toxic relationships/inability to achieve real progress due to organisational factors).</p> <p><i>What would have to change for you to feel genuinely satisfied more of the time?</i></p>
I strive to expand and challenge my mind in my work	<p>Rarely or never responses may be related to overload/fatigue – there is no spare capacity to learn anything new. Or may reflect a sense of not being able to deliver to a high standard at one thing, without adding others and diluting the effort.</p> <p><i>What is driving your response here? In an ideal world, are there new skills you would like to learn and experiences you would like to have? Tell me about these. What can you do to make space for these?</i></p>

Intellectual Engagement & Flow

Working Well

1. Feeling	Being in a psychological state,
2. Focus	of effortless high attention,
3. Fulfilment	where we are positively captivated and lost in absorption,
4. Freedom	by choosing to pit our brains to challenging activities we feel well-matched to,
5. Fun	and where the net feeling is one of enjoyment rather than stress.

Intellectual Engagement & Flow

Living Well

Distinct from the notions of emotional, psychological, and mental health, this dimension is concerned with the maintenance and protection of good brain health. If we fail to engage in activities that stimulate, challenge, and engage our minds, we fail to optimise our cognitive functioning. The scientific evidence base underscoring the importance of learning to “play” well in our spare time has grown rapidly in recent years and is a powerful antidote to over-extending our brains with work.

At GLWS, we have developed ‘The Five Fs’ mnemonic to explain ‘flow’ as a **Feeling** and psychological state of effortless **Focus** and a sense of **Fulfilment** that comes from being positively captivated and lost in absorption, with the **Freedom** to choose whatever challenging activities we feel motivated by where the net feeling is one of enjoyment and **Fun**, rather than stress.

GLWS item	Coaching support for ‘low’ scores
I use my spare time in ways that stimulate my mind.	<p>In a world where information and stimulation are everywhere, taking the time to rest, relax, and switch off is necessary to maintaining overall brain health (as measured in Vitality & Energy, Balance & Boundaries). Similarly, using spare time to stimulate one’s mind in constructive ways can have a positive impact on cognitive functioning, feeling good about life and actively recovering from work-related stressors.</p> <p><i>How do you use your spare time?</i> <i>How might you benefit from engaging in activities that stimulate and challenge your mind constructively outside of work?</i> (Good opportunity to reinforce the importance of cognitive health here.) <i>What might this look like for you?</i></p>
When I’m not working, I struggle to find activities that pique my interest or hold my attention.	<p>If work acts as a respondent’s main source of interest and stimulation, they might question the need for stimulation outside of work. This ‘narrow and deep’ focus on work may manifest into a lack of interest and ability to engage in non-work interests. Explore the reasons for this response.</p> <p><i>What prevents you from finding activities that hold your interest?</i> <i>What activities have held your interest in the past? How valuable were these?</i></p>

Intellectual Engagement & Flow

Living Well

GLWS item	Coaching support for 'low' scores
<p>I ensure I've got a creative outlet, artistic channel or novel interest I can enjoy that's unrelated to my work.</p>	<p>Creative activities not only offer personal fulfilment and skill development, but they can also protect against acute fatigue and stress by activating the 'pleasure reward' system within the brain, whose active components include endorphins, dopamine, serotonin, etc.</p> <p><i>What creative/artistic activities do you like to engage in?</i> <i>What did you used to do that you miss?</i> <i>What would you love to do if time/money were no object? Is there something on a smaller scale you could experiment with?</i> <i>How might you benefit from time spent exploring creative endeavours?</i></p>
<p>I'm curious to learn about new and complex topics that make me think deeply or differently.</p>	<p>Optimal cognitive functioning requires regular exposure to new and challenging topics. This purposeful lifelong learning maintains intellectual sharpness over the lifespan and staves off cognitive impairment in old age.</p> <p><i>Outside of work, what topics are you curious about?</i> <i>What ways might you explore and learn more about this/these topic/s?</i></p>
<p>In my moments of spare time, I opt for activities that engage my brain (e.g. sudoku, crosswords or strategy games).</p>	<p>The brain operates similar to a muscle (use it or lose it!), and engaging in stimulating activities can protect the brain from natural cognitive decline and impairment. Plus, these activities can be fun!</p> <p><i>In what ways do you engage your brain at home? What ways could you? What ways would you enjoy? What do you think/do that acts as 'mental chewing gum'? Are you open to cutting that down and substituting something that's better for you?</i></p>

Intellectual Engagement & Flow

Living Well

GLWS item	Coaching support for 'low' scores
<p>When I'm not working, I feel bored.</p>	<p>Similar to Q2. Get curious about whether work is the only source of intellectual engagement and flow. Overdone stimulation and passion at work has been clearly associated with burnout and workaholism, resulting in poorer work and life outcomes over the span of a whole career.</p> <p>To mitigate such risks, professionals should be encouraged to pursue work-related engagement and flow in moderation and to look for intellectual stimulation beyond their work by engaging in other interests, creative pursuits, and side hustles different to their paid work.</p> <p><i>You've indicated that you're sometimes/usually/always 'bored' outside of work, tell me why this might be the case? What would you like to feel, instead of bored?</i></p> <p><i>What activities or interests will/could evoke those feelings for you?</i></p> <p><i>What's the risk of you having all your "intellectual eggs" in one basket?</i></p>
<p>Outside of work, I intentionally pursue endeavours and challenges that are different from those I encounter professionally.</p>	<p>When people pursue activities and challenges outside of their professional expertise, they discover they can learn, adapt and be good at other things. This builds confidence, broadens their self-image, and enables their development for a 'better self'.</p> <p><i>What holds you back from engaging in different activities outside of work? (e.g, time, energy, obligations, interests).</i></p> <p>Explore if and how prioritising time on interests outside of work may positively impact not just cognitive health, but other relevant wellbeing dimensions for this participant (e.g., meaning and purpose in life, disconnection from work, establishing healthy boundaries, and restoration time, etc).</p>

Intellectual Engagement & Flow

Living Well

GLWS item	Coaching support for 'low' scores
<p>I have at least one intellectually stimulating pastime that helps me to detach from work effectively.</p>	<p>For some people it can be difficult to psychologically detach and distance themselves from work during their personal time, resulting in negative consequences to our mood, fatigue, satisfaction and wellbeing.</p> <p>Hobbies, interests, and stimulating pastimes can support an individual in detaching from work, whilst simultaneously supporting cognitive health and other areas of wellbeing.</p> <p>Be on the watchout for individuals who choose 'distraction' pastimes like watching Netflix, scrolling social media, which doesn't optimise cognitive wellbeing.</p> <p>A bit like swapping out one 'bad' food for a healthier alternative, could suggest substituting one 'unhealthy' pastime for a more constructive activity. Positive changes and "intellectually stimulating" don't necessarily mean high-brow or sophisticated. E.g. instead of doom scrolling after dinner, have a jigsaw on the go and do it for 10 mins.</p>
<p>Apart from the skills and expertise I have developed for work, I ensure I have others unique to my personal life (e.g. playing a musical instrument, learning a new language, learning to cook).</p>	<p>Life-long learning is well established as having a range of benefits, from adding meaning to life, building confidence, activating 'feel good' chemicals, switching off from work, increasing energy, feeling well, optimising cognitive function, etc.</p> <p>Again, get curious around what barriers exist to engaging in learning/skill development outside of work; the impact or consequences of not engaging; why this might be valuable to the respondent; the topics and activities that the respondent value from engaging in.</p> <p><i>What was the last skill you acquired or developed outside of work? What new skills or talents would be of value or benefit to you in your life?</i></p>

Intellectual Engagement & Flow

Living Well

GLWS item	Coaching support for 'low' scores
<p>I have a hobby I find so fascinating and mentally absorbing that I can easily lose track of time.</p>	<p>Those that engage in mentally stimulating and enjoyable hobbies outside of work are more likely to experience a 'flow' state, where they are completely focused on what they are doing and are not consciously thinking of anything else (e.g., themselves, their work, their stressors).</p> <p>Education around the characteristics and benefits of 'flow' might be useful here (e.g. requiring a distraction free environment, doing something you love, balancing challenge with skill).</p>
<p>I have limited motivation or capacity to concentrate on doing anything new, exciting, or different outside of work.</p>	<p>What's behind this response. Is it motivation (desire) or capacity (time/energy)? How might responses to other dimensions (e.g., Resilience & Equanimity; Balance & Boundaries; Vitality & Energy) provide some more insight into this result.</p> <p><i>What gets in the way of you focusing on something new and exciting?</i></p> <p>If it's the respondent's motivation, explore the benefits of engaging in new and exciting activities for one's cognitive, psychological and/or physical wellbeing. How might engaging in new and exciting activities support your wellbeing?</p> <p>If the respondent suggests time or energy, get curious with the respondent around their use of 'non work' time, and how engaging in an interest may help them better manage stress, and recover 'actively' from work and life demands, in comparison to more 'passive' restorative practices (e.g., on the couch, scrolling social media).</p>



support@glswellbeing.com

+ 61 (0) 438 100 023

[Connect with Audrey on LinkedIn](#)

[Follow GLWS on LinkedIn](#)

glswellbeing.com