Management

is a key driver of workplace wellbeing

Supportive management is fundamental to how people feel at work and to ensuring the job gets done. Continuously invest in managers' learning and development to ensure that they are equipped with the knowledge, skills, and resources they need to support both their own wellbeing, and the wellbeing of their team members.

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Management
Interventions

Invest in manager training

Managers' commitment to workplace wellbeing increases the likelihood of wellbeing initiatives producing successful outcomes.[1,2] Continuously invest in managers' learning and development to ensure that they are equipped with the knowledge, skills, and resources they need to support their team's wellbeing.[3]

○ An evaluation of a manager training programme on mental health improved managers' mental health knowledge, changed their attitudes towards mental illness, and enhanced their confidence for managing mental health issues within their teams.[4]

○ A two-year management training programme in health and safety significantly improved health and safety management and employees' satisfaction with their physical and social working environment, including their perception of manager support.[5]

Sources:
1. Daniels et al. (2017)
2. Daniels et al. (2021)
3. Lundmark et al. (2017)
4. Hanisch et al. (2017)
5. Torp (2008)

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Reduce manager stress

Interventions that reduce manager stress not only protect managers' wellbeing, but provides them with greater capacity to support the wellbeing of others. Work stress often arises from poor working conditions such as excessive work demands or low job security. In such cases, interventions that improve job quality can reduce stress.[1]

Sometimes the nature of the job itself is stressful and cannot be changed. In such cases, interventions that help employees cope with stress better can improve their wellbeing. For example, a three day stress-management workshop delivered to middle-manager firefighters increased social support and vigour among their teams compared to those who did not participate in the workshop.[2]
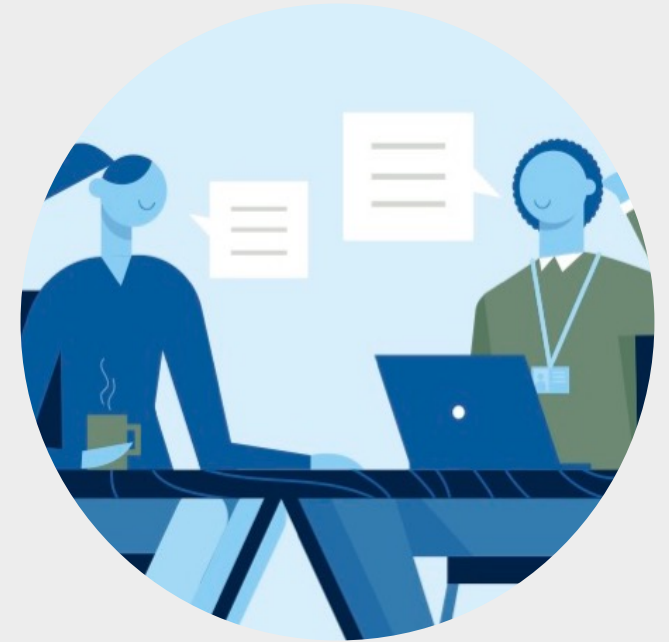
Sources:
1. Fox et al. (2022)
2. Angelo and Chambel (2013)

Management
Interventions

Enhance managerial support and accessibility

Studies reveal that employees with supportive and accessible managers who communicate with them often are more resilient to work-related stressors, particularly during organisational change or environmental disruption.

○ An intervention designed to improve managers' support for work-life balance at a large US tech firm reduced negative emotions and stress among employees during a merger.[1]

○ A study of Canadian healthcare workers in a period of organisational change showed that more supportive and communicative management acted as a buffer against the stresses of change.[2]

Sources:
1. Leger et al. (2022)
2. Day et al. (2017)

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Develop your managers' emotional intelligence (EI)

EI encompasses qualities that go beyond general intellectual intelligence and technical abilities to include ***self-awareness, self-regulation, motivation, empathy, and social competency***.[1] Managers with high EI make successful leaders because they are able to identify and manage their own emotions as well as the emotions of others. The good news for organisations is that EI can be strengthened through effective training.

A meta-analysis of 24 EI adult training evaluations showed improvements in EI that sustained over time.[2] More specific to workplaces, training on emotional intelligence for managers over an intensive 15-hour training programme showed improvements in stress, wellbeing and relationships at work.[3] 20 minutes of post-work journaling at the end of a workday can also help.[4] Repeated training over time is encouraged to produce optimal results.
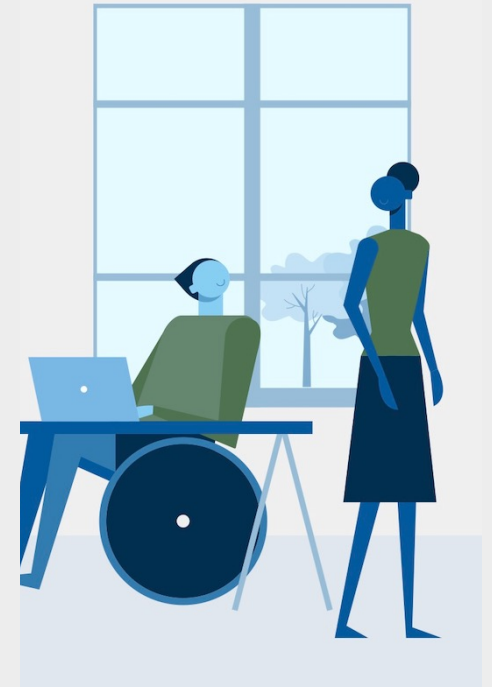
Sources:
1. Sterrett (2000)
2. Hodzik et al. (2013)
3. Kotsou et al. (2011)
4. Kirk et al. (2011)

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Making the most of this resource

The Work Wellbeing Playbook is a concise guide derived from a systematic literature review of workplace wellbeing interventions. It offers a high-level summary of evidence-based interventions categorised by 12 key drivers of workplace wellbeing, distilled from over 3,000 academic studies.

Aimed at busy professionals, it provides accessible insights to improve employee wellbeing.

This playbook builds upon the World Wellbeing Movement's science-based recommendations for how to measure both ***how*** employees are feeling at work, and ***why*** they are feeling that way. You can then use the Work Wellbeing Playbook to address the areas for improvement within your organisation.

Business leaders are recommended to keep diversity top of mind when leveraging the playbook to craft a **holistic** employee wellbeing strategy for their organisation. While no single intervention guarantees success, combining multiple interventions across various levels and drivers of wellbeing can yield positive results for organisations.