



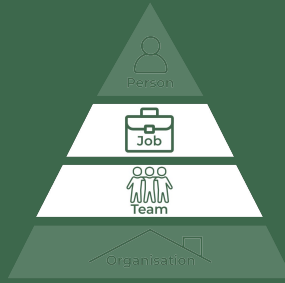
Management

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.



Management Interventions



Invest in manager training

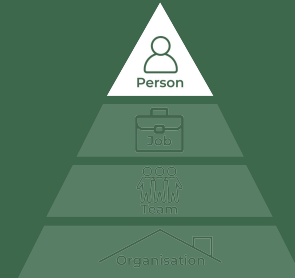
Managers' commitment to workplace wellbeing increases the likelihood of wellbeing initiatives producing successful outcomes.^{1,2} Continuously invest in managers' learning and development to ensure that they are equipped with the knowledge, skills, and resources they need to support their team's wellbeing.³

- 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



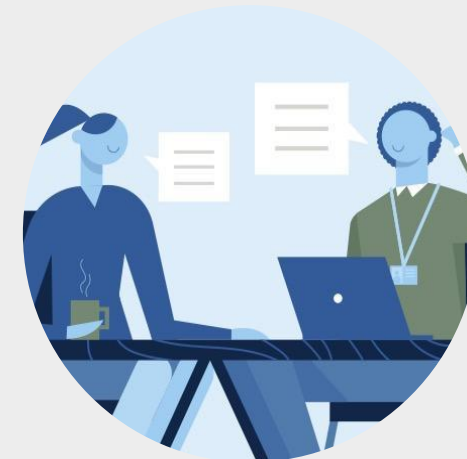


Management Interventions



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.⁶

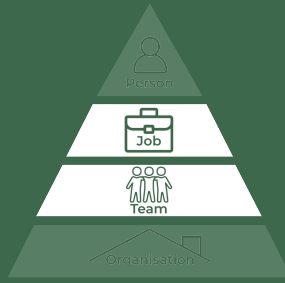


Sometimes the nature of the job itself is stressful and cannot be changed.

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.⁷



Management Interventions



Enhance managerial support and accessibility

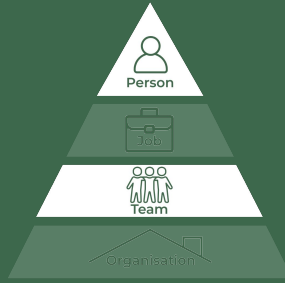
Studies reveal that employees with supportive and accessible managers who communicate with them often are more resilient to work-related stressors, particularly during organisational change or environmental disruption.



- 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.⁸
- 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.⁹



Management Interventions



Develop your managers' emotional intelligence (EI)



Emotional Intelligence (EI) encompasses qualities that go beyond general intellectual intelligence and technical abilities to include self-awareness, self-regulation, motivation, empathy, and social competency.¹⁰

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.¹¹ 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.¹² 20 minutes of post-work journaling at the end of a workday can also help.¹³ Repeated training over time is encouraged to produce optimal results.



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Making the most of this resource

1 Measure

Conduct an employee survey to assess four core dimensions of employee wellbeing: **job satisfaction, happiness, stress, and sense of purpose.**

Collectively, these provide a scientifically validated, multidimensional view of how employees experience work.

Equally important, organisations should measure **the drivers of workplace wellbeing** - the underlying working conditions, relationships, and organisational factors that shape those experiences.

2 Understand

Once you've got the data, the next step is to **identify which drivers most strongly predict wellbeing outcomes within your organisation.**

Workplace wellbeing is multidimensional, shaped by a range of drivers, but not all drivers exert equal influence in every context.

By applying **data analysis at scale**, organisations can uncover which factors most powerfully explain wellbeing within their organisation.

3 Act

Once you have identified your priority drivers, the next task is to **select and implement interventions** that address them effectively.

The Playbook provides a curated selection of **evidence-based interventions** to help you act with confidence to choose interventions that are both empirically grounded and contextually feasible.

Don't forget to build **evaluation** plans into your intervention design.



Read [our guidance](#) document before getting started, to ensure you get the most out of the resources.

Sharing this resource



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Management

is just one key driver of
workplace wellbeing

These are just some of many evidence-based interventions recommended in the Work Wellbeing Playbook.



All recommendations and academic citations, organised by driver, are available for free on our website:

www.worldwellbeingmovement.org/playbook