Redesigning work:
A user guide to shift from surviving to thriving

Business Leaders'
Health & Safety Forum

Thrive LAB

Introduction

This guide is designed to help organisations to improve the mental wellbeing of their people. It sets out a four-step process that organisations can follow, to design and test interventions that minimise risk factors and dial up protective factors to promote mental wellbeing.

The guide can be used in conjunction with the *Mental Wellbeing by Design** diagnostic tool, developed by Leading Safety and the Forum.

This guide was prepared by Renee Jaine from Thrive Lab, who worked through the design process with three 'early adopter' organisations – Frucor Suntory, AsureQuality, and Presbyterian Support Northern (specifically, Lifeline). Insights from these organisations are included throughout the guide, and a full case study for each organisation is available on our website. Thank you to these organisations for sharing your insights and journey.

A reminder – Why mental wellbeing matters

It's the right thing to do – for everyone

- As a leader, caring for your employees and their mental wellbeing is the right thing to do. Right for the individual but also the wider community.
- To give one example – research has shown that employees with autonomy and a supportive manager tend to be more engaged and warmer when interacting with their children, and those children go on to have fewer behavioural problems, better social skills and better school performance (Perry-Jenkins, 2023).

It's a legal obligation

- Protecting the mental health and wellbeing of employees is a core duty for CEOs, under the Health and Safety at Work Act.

"The duty to protect workers from harm at work sits with those who create the risks – the organisation and its officers. That means understanding and managing risks to mental wellbeing is a critical part of any CEO's role." *(Dr Hillary Bennett)*

> **ISO450003: Global standard for managing psychological health and safety at work**
>
> ISO450003 was launched in 2021, to give organisations guidance on how to manage psychological health and safety risks in the workplace.
>
> As ISO explain, "Psychosocial hazards are factors in the design or management of work that increase the risk of work-related stress and can lead to psychological or physical harm. These may include work organization, social factors such as excessive working hours, poor leadership or bullying, as well as physical aspects of the work environment, equipment and exposure to hazardous tasks" (ISO, 2022).
>
> Like other health and safety standards, ISO450003 focuses on identifying and then managing the work-related hazards that may impact on psychological health.

* forum.org.nz/resources/mental-wellbeing-at-work/protecting-mental-wellbeing/

It's vital to support people to thrive

91%

of employees experience negative effects from work, including fatigue and trouble sleeping, according to 2022 research by the Employers and Manufacturers Association and nib New Zealand (nib, 2022).

87%

experience anxiety and excessive worry (nib, 2022).

18.8%

of Kiwi employees were experiencing burnout so severe that they required medical assistance, as of late 2022 (cited in Smith, 2023).

It's vital to support all workers to thrive, no matter where they are on the mental wellbeing continuum.

It's good for business

Organisations with highly engaged employees are more productive, profitable and less likely to experience safety incidents *(Gallup, 2020).*

When considering a new role,

over 80%

of people state that an organisation's support for employee mental health would be an important factor in decision making, according to two separate pieces of research conducted by the American Psychological Association (2022) and international recruitment firm, Robert Walters (n.d.).

Organisation-wide investments in employee wellbeing generate an

average return on investment of 5:1

peaking at a return of 12:1, according to research conducted by the New Zealand Institute of Economic Research and Xero (NZIER, 2021).
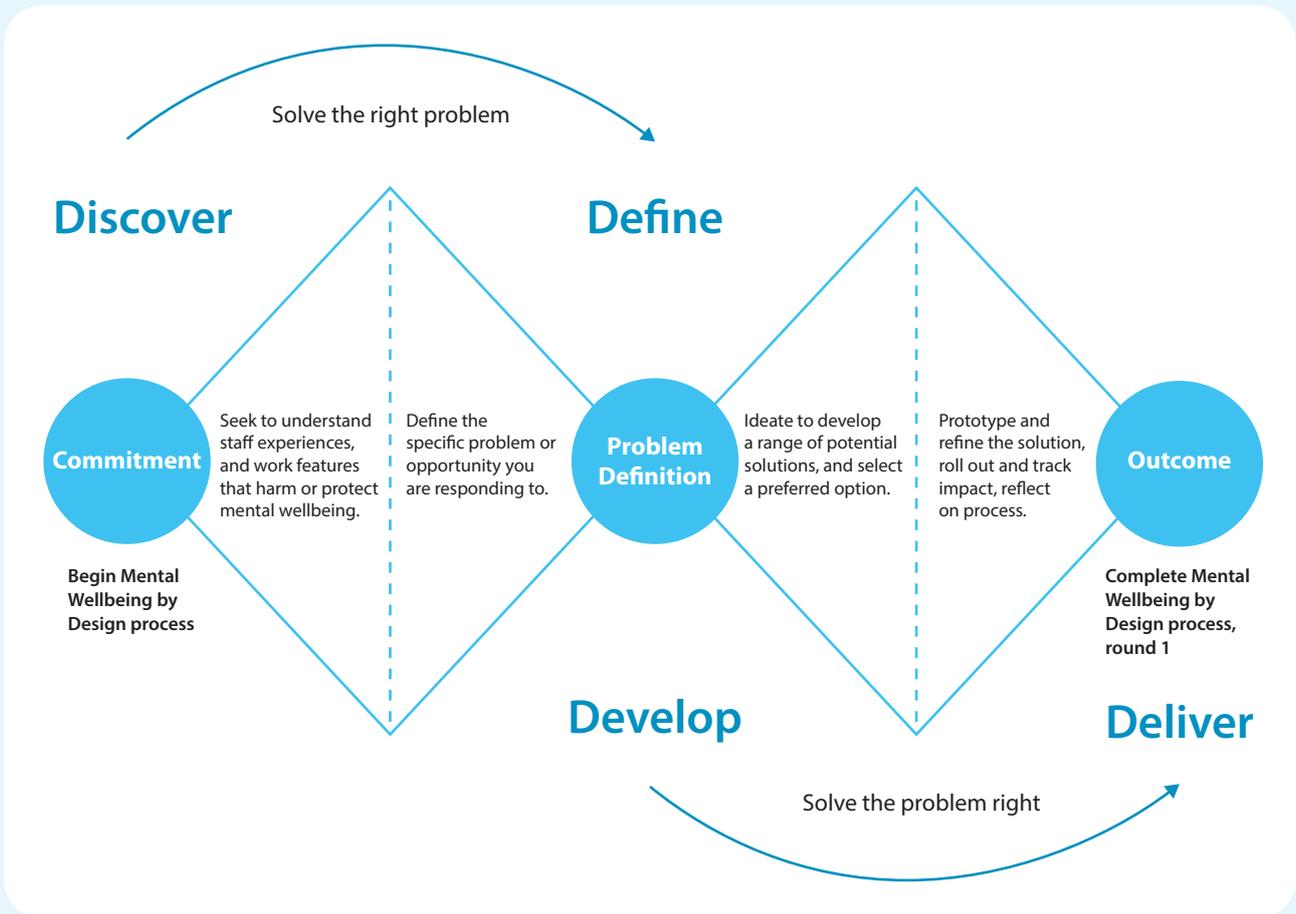

Workplaces can be 'engines' of mental health and wellbeing

"We have the power to make workplaces engines for mental health and well-being.

Doing so will require organizations to rethink how they protect workers from harm, foster a sense of connection among workers, show them that they matter, make space for their lives outside work, and support their long-term professional growth.

This may not be easy. But it will be worth it, because the benefits will accrue to both workers and organizations." *(Dr Vivek Murthy, US Surgeon General, 2022, p.4)*

How to improve mental wellbeing at work

Solve the right problem

Discover

Define

Commitment

Seek to understand staff experiences, and work features that harm or protect mental wellbeing.

Define the specific problem or opportunity you are responding to.

Problem Definition

Ideate to develop a range of potential solutions, and select a preferred option.

Prototype and refine the solution, roll out and track impact, reflect on process.

Outcome

Begin Mental Wellbeing by Design process

Complete Mental Wellbeing by Design process, round 1

Develop

Deliver

Solve the problem right

Note: This guide describes a step-by-step approach to designing and rolling out initiatives to improve mental wellbeing at work. The process can be customised or streamlined, as needed.

Before you begin

The goal: Set up the project for success.

1. Create the bandwidth to test and trial new ideas, and ensure the support of your senior leaders
2. Map out and share the high-level process, from end to end
3. Clarify the roles and responsibilities of those involved

Discover

The goal: Seek to understand staff experiences, and work features that harm or protect mental wellbeing.

1. Decide on the scale of your discovery process
2. Identify which tool or process you will use
3. Promote psychological safety, throughout the process

Define

The goal: Define the specific problem you are solving, or the specific opportunity you are responding to.

1. Synthesise what you learned in the Discovery phase
2. Decide which problem or opportunity to focus on – following a clear decision-making process
3. Determine whether you have a sufficient understanding of the problem / opportunity, or whether a deeper dive is required

Develop

The goal: Develop a range of potential solutions, and select a preferred solution.

1. Convert the challenge into a How Might We statement
2. Run an effective idea-generating session – right people, right conditions
3. Decide which solution/s to proceed with – following a robust process and noting key constraints

Deliver

The goal: Build and refine the solution, roll out and track impact, reflect.

1. Build and refine the solution with end users
2. Embed the solution, close the loop with staff, track impact and celebrate the wins
3. Reflect on the overall process

Before you begin

The goal: Set up the project for success.

1. Create the bandwidth to test and trial new ideas, and ensure the support of your senior leaders

You should be applauded for seeking to understand and improve the mental wellbeing of your people. However, the following process will identify a range of issues that staff members would like to be addressed. You will need to create the bandwidth to meaningfully respond, by testing and trialling new ideas – or setting a clear expectation about how you will use the findings. If you engage staff and then fail to take action, it can breed cynicism and discontent.

"Don't embark on this process unless you're going to do something about what you hear. If you set out on the process and you choose to do nothing with the information, you'll do more harm than good." *(Cushla Beale, Safety and Wellbeing Head, AsureQuality).*

Research: The best workplaces listen *and then act*

The international research paints a consistent picture – when employees speak and employers listen and act, everyone benefits from the lift in engagement and mental wellbeing.

- 75% of employees do not feel like their voice is heard on critical workplace issues including safety, and 40% don't feel their feedback leads to actionable change (Workforce Institute at UKG, 2021).

- A lack of involvement in workplace decisions contributes to people's level of stress in the workplace (American Psychological Association, 2021).

- An evidence review conducted by the NHS Health Scotland concluded that "participation in workplace decision-making, such as giving people a say over the way work is planned and carried out, has a positive impact on employee wellbeing" (Myers et al, 2018, p.1).

- When employees do feel heard at work, they are 4.6 times more likely to feel empowered to do their best work (Salesforce, 2023).

- While only 6% of respondents say that 'good suggestions or valid complaints from employees always lead to important changes', this small sub-set are 18 times more likely to recommend their organisation as a great employer (Leadership IQ, circa 2022).

2. Map out and share the high-level process, from end to end

You are setting out on a design process – which means you won't know ahead of time which solutions will be developed, and which will be most effective. However, it is useful to understand the high-level process that you will be stepping through, from beginning to end. Decide ahead of time how you would like to 'chunk up' the work. Here is a common high-level plan:

- **Discovery phase** – Run discovery workshops with staff, such as the Forum's Mental Wellbeing by Design Process, to identify risk factors and protective factors when it comes to staff wellbeing.
- **Define phase** – Leadership or project team to meet, and agree on one topic or a narrow range of issues to address.
- **Develop phase** – Run ideation workshop/s with relevant stakeholders, to identify a range of potential solutions to the issue, and to select preferred solution.
- **Deliver phase** – Leadership or project team build and pilot test the solution, oversee wider roll out, decide how to track impact, and debrief.

3. Clarify the roles and responsibilities of those involved

As with any project, it is useful to clarify roles and responsibilities at the outset. This structure is common in a Core Working Group:

- **Project sponsor** – typically the CEO or someone on the Senior Leadership Team. Responsible for overseeing progress, keeping SLT informed, and approving resources / spend / change, where necessary.
- **Project lead** – typically a senior stakeholder from Health & Safety or People & Culture / HR. Responsible for the overall project delivery, and operational matters.
- **Core working group** – a small number of stakeholders who are affected by the issue at hand (e.g. hectic work). The group should include at least two frontline staff members, representation from middle management, plus the project lead.

It can be useful to book in Core Working Group meetings ahead of time, for instance every fortnight or month, so the project can get traction.

🔍 Discover

The goal: Seek to understand staff experiences, and work features that harm or protect mental wellbeing.

1. Decide on the scale of your discovery process

You can choose to run a Discovery process with a representative group of employees, to explore the work they do. Who you engage with will depend on whether there are clear mental wellbeing risks in a particular part of your organisation; on organisational size and complexity; on the bandwidth you have for this project; and on your appetite for change.

> **IN PRACTICE:**
>
> ### Three organisations, varying scales
>
> The organisations engaged in this project varied in terms of the scale of their Discovery work. AsureQuality focused on a geographically defined team; Frucor Suntory focused on a functional unit (sales); and Presbyterian Support Northern engaged with a wide range of frontline staff, then chose to focus their intervention on a key helpline service.

2. Identify which tool or process you will use

There are a range of tools and processes you can use, to support your Discovery phase:

- You may like to follow a risk assessment process, to uncover the key risks that are impacting on people's mental wellbeing.
- The Forum recommends the *Mental Wellbeing by Design Process*:*
  - » This is a powerful process, and staff members had tears in their eyes as they thanked facilitators for listening and for making a safe space in which they could be heard.
- Or you could enlist an external organisation, to diagnose key risks.

The best tools and processes will offer you qualitative and quantitative insights – about how people are doing, and about the relative severity or importance of different risks.

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* forum.org.nz/assets/Uploads/Guides/Protecting-Mental-Wellbeing-at-Work.pdf

3. Promote psychological safety, throughout the process

In the Discovery phase, it is important to create a psychologically safe atmosphere. To understand more about leading psychological safety, take a look at the Forum's resource on this *here*.* Here are some key pointers:

- Carefully consider who is in the room, during Discovery workshops. For instance, you may like to include people from the same hierarchical level, but not team leads or line managers. (They will receive a debrief afterwards.)
- Ensure you clarify the purpose of the workshop (i.e. it's about the work, not the people), and explain who will see the results.

- Begin with clear ground rules about how people are expected to interact in the session, and how information will be shared after the session.
- Incorporate icebreakers or activities that encourage honest sharing.
- Arrange a timely debrief for people leaders and managers, if they were not in the Discovery session. Any delays can be anxiety-provoking, as people are aware that issues have been raised, but they have no visibility of those issues.
- If the Discovery phase was facilitated by internal team members, check whether they would like a debrief. It can be challenging to hear about people's negative experiences on the job.
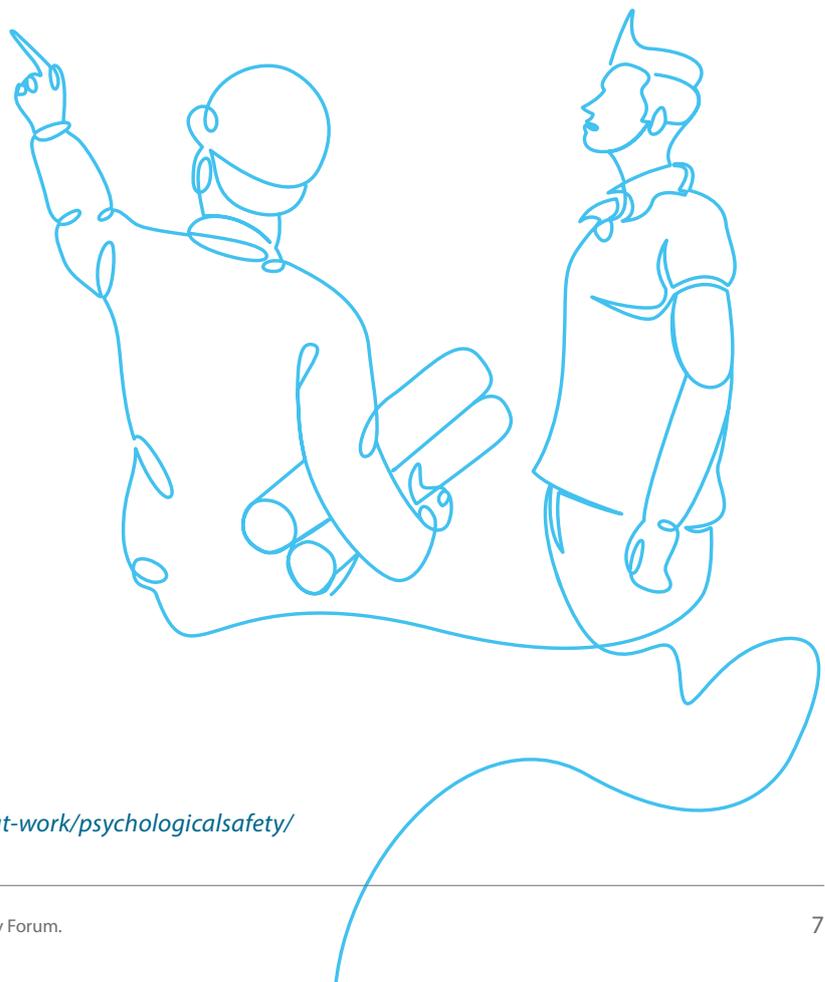
* forum.org.nz/resources/mental-wellbeing-at-work/psychologicalsafety/

✏️ Define

The goal: Define the specific problem you are solving, or the specific opportunity you are responding to.

1. Synthesise what you learned in the Discovery phase

Once the Discovery phase is complete, it is useful to summarise and synthesise what you have heard. Be sure to capture qualitative data, including quotes and key themes that arose. These give context and meaning to any quantitative scores from the Discovery phase.

2. Decide which problem or opportunity to focus on – following a clear decision-making process

At this point it's the project leader who will need to decide which problem or opportunity to respond to – or whether to tackle a range of issues in one go. The organisations participating in this trial used the Mental Wellbeing by Design Process, and they had varied approaches:

- Frucor Suntory chose to focus on the lowest-scoring issue – namely, the stress felt by sales staff when dealing with rude and aggressive customers.
- Presbyterian Support Northern chose to focus on a cross-cutting theme – relating to hectic work and workload.
- AsureQuality chose to develop an Action Plan, with key actions in the short, medium and long term. From this, the project team selected a range of these key actions, to implement over a few months.

Your approach will depend on your organisational context, the results of your diagnostic, and the bandwidth that you can commit to this work.

IN PRACTICE:

Think value and leverage, say AsureQuality

Cushla Beale, Safety & Wellbeing Head at AsureQuality, has the following advice for organisations as they decide how many wellbeing actions to progress with.

"Before you decide, think about how much value you are likely to get out of a particular course of action. What is the likely 'bang for buck'? And are there key points of leverage, so if you fix say three things, will they have positive knock-on effects for other areas?"

3. Determine whether you have a sufficient understanding of the problem / opportunity, or whether a deeper dive is required

The Discovery process is broad-ranging, meaning you may settle on a problem or opportunity to respond to, but still only have a surface-level understanding of that issue. If so, you will need to 'dig down' and conduct a little more research, to ensure you solve the right problem before solving the problem right. Useful research methods include:

- **Analysis of existing data sets** – For instance, what relevant information is coming up in engagement surveys and exit interviews? At Lifeline, project leads triangulated findings from the Mental Wellbeing by Design process and saw they were consistent with both the engagement survey and exit interviews.

- **Direct observation** – Observe staff members during the stressful situation, or get as close as possible to that situation. For instance, if call centre staff are often dealing with upset customers and this is a key stressor, could you listen in on a call? Or listen to call audio or transcripts?

- **Talking to staff members** – You may need to conduct a few additional interviews, or a focus group / workshop will staff members, to get a rich understanding of the issue.

Design thinking encourages us to "Solve the right problem, then solve the problem right".

⚙ Develop

The goal: Develop a range of potential solutions, and select a preferred solution.

1. Convert the challenge into a 'How Might We' statement

At the end of the Define stage, you should have a robust understanding of the problem that you are trying to solve. This can be converted into a How Might We statement, to shift from a problem mindset to a solution-generating mindset.

How Might We statements are typically structured:

• How Might We [intended action]
• for [user]
• so that [desired outcome]

It's best to brainstorm a range of How Might We statements, and then to choose 1–3 statements that you will use in your idea-generating session.

In terms of best practice:

• **The best How Might We statements come from a clear problem statement or insight.** For instance, maybe your insight is that "staff members can't see any development pathways within our company, so they leave after about 2 years". That could lead to the statement: "How Might We highlight the development pathways that exist, for recent employees, so that we can more effectively retain talent".

• **While you should be clear on the problem, you should be open to a range of *solutions*.** Read the statement out loud and check if it makes you feel excited about the range of possibilities, or if you feel trapped into one specific solution.

• **Try to frame your How Might We statement in positive terms**. In other words, the desired outcome is that people enjoy more of a good thing, not less of a bad thing.

  » Less effective – "How Might We improve the flow of communication, for frontline staff, so that they feel *less alienated* from senior leaders."

  » More effective – "How Might We improve the flow of communication, for frontline staff, so they feel *connected to senior leaders and a stronger sense of belonging* in the company."

IN PRACTICE:

How Might We statements at Lifeline

Lifeline identified hectic work and workload as key challenges that affect the wellbeing of shift supervisors. Using this example, we can identify more and less effective 'How Might We' statements:

• "How Might We improve the work experience, for shift supervisors, so that they feel less hectic" is **too broad** in its framing of the problem.

• "How Might We roll out our new tech platform, for shift supervisors, so that they can multitask on one platform rather than many" is **too narrow** in its framing of the solution.

• "How Might We reduce the volume of administrative tasks, for shift supervisors, so they can give more attention to high-priority clients" is **just right**, as it narrows the problem while allowing for a range of solutions. The tone is also positive – rather than 'less hectic' there's a focus on attending to the right things.

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2. Run an effective idea-generating session – right people, right conditions

An idea-generating session needs to be intentionally set up for success. The right people need to attend – meaning people who are close to the issue, and therefore, well placed to start developing solutions. The session also needs to be safe for people to share divergent thinking and ideas. Facilitators can create this environment of safety, for instance by:

- Explicitly setting ground rules about how to communicate, encouraging an 'improv style' discussion in which people build on others' ideas using 'yes and' language, rather than critiquing with 'no but' language.
- Starting the session with a brainstorm of the worst possible ideas – which helps to flesh out any non-negotiable requirements that the solution needs to meet. (For instance, Lifeline could reduce hectic work by turning off the phone lines, but this puts service users in danger. Therefore, a non-negotiable requirement is that service users remain safe and supported, with any solution.)
- Encouraging individuals to brainstorm ideas on post-it notes, before sharing with the group. This allows quieter members to participate, and it avoids groupthink.

In idea-generating sessions, think quantity first, quality second. In other words, come up with a wide range of ideas, before you narrow down to your preferred solutions (in the next step).

3. Decide which solution/s to proceed with – following a robust process and noting key constraints

Now it's time to decide on your preferred solutions, and you should aim to follow a robust process. It can be helpful to plot the key solutions on a feasibility / impact matrix, as a group.

Feasibility will include any key operational constraints, such as:

- **Cost** – do you have the budget to implement the proposed solution?
- **Capability** – does your team have the right skills to roll this out, or will you outsource?
- **Capacity & willingness** – what is the scale of change required, and the appetite for change?
- **Timing** – does this project need to be complete within a fixed timeframe?

IN PRACTICE:

Varied approaches, all effective

The development phase can vary in terms of the intensity of approach.

Frucor Suntory engaged in an online workshop with their Commercial Health and Safety team – to define the challenge in more detail, develop How Might We statements, ideate, and then rank solutions on a feasibility / impact matrix.

Lifeline engaged in two in-person workshops, first to 'unpack' the issue of hectic work, and then to agree on How Might We statements, ideate, and identify the most promising solutions.

AsureQuality transitioned from the Discovery workshop to the development of an Action Plan, with a range of key topics and proposed solutions. The Action Plan was developed by an external consultant, and then stress-tested with senior stakeholders and with frontline staff, to ensure that the proposed solutions would meet their needs. In other words, there was no formal ideation workshop or conversion of problems into How Might We statements; however, the truncated process was still effective, and frontline staff appreciated the opportunity to comment on the Action Plan, before it was signed off.

⬇ Deliver

The goal: Build and refine the solution, roll out and track impact, reflect.

1. Build and refine the solution with end users

You are now ready to start building your solution, and the nature of this will depend on the challenge you are addressing. However, the solution will usually relate to at least one aspect of the operating model – including strategy and purpose; success metrics; capability and capacity; structure; systems and processes; technology and data; culture and ways of working.

IN PRACTICE:

Prototyping and piloting at Frucor Suntory

Frucor Suntory introduced three key changes to support frontline sales staff to respond to rude and aggressive customers. This included:

- developing a clear escalation process for staff, if they experienced rude or aggressive behaviour

- rolling out a debrief and upskilling workshop, to support staff members to share their tough experiences and their strategies

- establishing a regular check-in with teams each month, on this specific topic

A prototype of the escalation process was developed by the core project team, and then tested with senior stakeholders and frontline staff.

The debrief and upskilling workshop was developed and piloted with two teams from the central and lower North Island. The workshop was then evaluated and modified slightly, before being rolled out to all staff.

First, build a rough version of the solution – not a high quality, bells and whistles solution, but what's known in the design world as a 'minimum viable product'. For instance, a new process could simply be mapped out on Microsoft Word, or a new intranet landing page could be shown as a hand-drawn layout. Next, test the rough solution with staff, to see whether they think it will help to solve the problem. Ask open-ended questions like,

'What do you like about this solution? What could be better? To what extent will this solution help to fix the problem that we've identified?' Then refine the solution, in line with the feedback you receive.

The next step is to pilot test the solution in a real-life scenario but with some constraints – for instance, only trialling the solution with one team, or introducing a change for a short period of time. Again, the goal is to gather data about what is working and what is not, and to refine the solution accordingly.

2. Embed the solution, close the loop with staff, track impact and celebrate the wins

Once you have refined your solution, roll it out more broadly across the organisation. Insofar as possible, tie the solution into systems, processes and ways of working that are already established, which will reduce the level of friction involved in keeping the initiative going.

At this point, you should also aim to 'close the loop' with staff – highlighting how this solution is a direct response to the issues they raised in the Discovery or Diagnostic phase. This shows that action is being taken, reducing staff cynicism and increasing people's willingness to engage with a similar process in future.

After the wider roll out, it's useful to track the impact of your intervention, so you know it is having the desired effect. Aim for a mixture of quantitative metrics and rich, qualitative data. You could gather this data via various channels, for instance:

- **Develop a short survey** for team members, using your 'How Might We' statements or your problem statements as a basis.

- **Identify any existing data sources** that you can use to measure impact. For instance, if workload is a key stressor, can you monitor working hours over time, to see if these are tracking in the right direction?

- **Use existing team forums** to gather qualitative data. For instance, could you enquire about the impact of wellbeing interventions every quarter, at team planning or away days?

You'll also want to identify and celebrate the wins. Driving organisational change can be really difficult, and we are all prey to 'hedonic adaptation', meaning we get used to the good things in our lives. So it's helpful to pause and to look back at how far you've come. This should bolster morale in the project team, and in the wider organisation.

3. Reflect on the overall process

You have now completed a full 'cycle' of this design process. The following reflection questions can help your project team and your wider organisation to embed this process, in a way that works for your context.

- What did you set out to achieve, and what did you achieve?
- What have you learned? What would you do the same again, and what would you do differently?
- Do you plan to integrate this design process into your organisational rhythm?
    - » If so, how can you set yourself up for success in round two?
    - » If not, what do you have in place to systematically identify and address mental health risks in your workplace?
- Do you need any additional support from the Business Leaders' Health and Safety Forum, on this journey?

Solutions introduced at AsureQuality

AsureQuality introduced a suite of changes, as part of a broad-ranging Action Plan to improve the mental wellbeing of staff at a particular site. This included:

- **new ways of working** – with more regular team and site-wide catch-ups, to improve communication between frontline staff and leaders, and to identify and celebrate wins.
- **enhancing capabilit**y – with regular coaching and development conversations, to help people identify their career pathways within the organisation.
- **modifying systems and processes** – reviewing the rostering system in order to minimise weekend work.

As Cushla Beale, Safety and Wellbeing Head at AsureQuality notes,

"It can be tempting to search for that eureka moment, or a 'silver bullet' that will dramatically improve people's wellbeing. But lots of little things build culture and mental wellbeing. It's not a big flash, fancy solution. It's communication, it's how we treat people, it's how connected they feel to what they do…"

For CEOs: How to support this process

Emphasise the why

This isn't just an improvement process. It's vitally important to support the wellbeing of your people by looking at the work. Be sure to tell that bigger story. Draw the links between better work design and employee engagement, motivation, loyalty – along with productivity and performance. Emphasise why the organisation is on this journey, and why it matters to you, personally.

Show your support for the process

The conversations that occur in the Discover / Diagnostic phase are critical, for understanding people's work experiences and the key issues that need addressing. Set the expectation that people will attend, and consider giving them lunch.

Similarly, show your support for the overall process by helping key project members to prioritise this work. It's vital that people have the time and space to focus on the work, which will enable them to lift their gaze from daily challenges, and adopt a more strategic approach to problem solving.

Research: Giving people space allows for strategic problem solving

"When people are juggling a lot of problems, they give up trying to solve them all. They adopt tunnel vision. There's no long-term planning; there's no strategic prioritization of issues"

… "People who are tunnelling can't engage in systems thinking. They can't prevent problems; they just react"

… "How do you escape the tunnel? You need slack. *Slack, in this context, means a reserve of time or resources that can be spent on problem solving.*"

(Excerpt from Heath, 2020, p.63, emphasis added)

Promote curiosity – not defensiveness or confirmation bias

Edgar Schein, the management expert, said that leadership requires us to access our ignorance, our vulnerability and our discomfort. Discovery can tap into those challenging emotions, as the conversation may focus more heavily on the downsides of work. However, these conversations are necessary – to move forward and improve mental wellbeing.

To avoid becoming defensive, it can be useful to intentionally adopt a mindset of curiosity and scientific discovery. Remind yourself and your leaders to 'listen for insight, not confirmation'. You will have ideas about what the real problem is, but do your best to listen with an open mind. Seek information that disproves or broadens your perspective.

Research: Effective leaders are coach-like

"If there were just one behaviour you could adopt as a leader that would be most helpful and beneficial in your role, what would you choose?

With more than 80 years of research on teams and organisations around the globe, Gallup suggests it's becoming more 'coach-like'."

… "The shift from boss to coach is a shift of humility. It's an acknowledgment that you don't always have the answers and that there are times when you don't need to."

… "As a leader, your goals is to focus less on having the best answers and more on asking the best questions."

(Excerpt from Hatton, 2022, p.58–59)

Encourage a test-and-learn approach

The process described in this user guide is an incremental, experimental approach to driving change. It requires a willingness to try things and to learn. You can set the tone for this work, by explicitly encouraging the test-and-learn approach, and by reassuring your people that not every solution will land and that's ok. As long as you are collectively learning, and moving closer to solutions that improve mental wellbeing, then you are on track. What's more, a test-and-learn environment is likely to have knock-on benefits in and of itself, as it should increase the sense of agency amongst team members, and lead to an uptick in innovation.

Manage the overall programme of change

As CEO, you'll have a birds-eye view of the programme of change projects underway. Make sure the pace of change is reasonable, so your people are not stretched too thin, and to minimise the sense of uncertainty.

Celebrate the wins

Improving mental wellbeing is a journey, and it's important to celebrate the wins along the way. First, because this helps to maintain a sense of momentum and support for the work. Second, because 'hedonic adaptation' is real, which means we naturally adapt to good things in our lives, and focus on what's wrong and needs fixing.

So identify and call out the wins – which may be measurable, like an uptick in your engagement scores, or less tangible, such as an improvement in cross-team communication or psychological safety. Use your storytelling skills to show how far you've come, and to celebrate the fact that you are doing the best for your people.

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About the Forum

The Business Leaders' Health and Safety Forum inspires and supports its members to become more effective leaders on health, safety and wellbeing. The Forum has more than 390 members, who are Chief Executives or Managing Directors of significant New Zealand companies.

Contact us **info@forum.org.nz** or find out more at: **www.forum.org.nz**

About Thrive Lab

Renee Jaine is the founder and director of Thrive Lab, a boutique consultancy that helps people and teams to thrive at work. Renee offers diagnostic workshops, programmes to drive change, and individual coaching for mid-career professionals.

Renee draws on her experiences as a behaviour-change and management consultant within the worlds of advertising and big-4 consulting, and her training as a coach. She studied behavioural science and happiness at the London School of Economics, a top-ranked social science institution, where she received an MSc (Distinction) and the Charles Mostyn Lloyd Award for Outstanding Achievement. Renee also has experience around the Board table, as the first female Independent Director for New Zealand Certified Builders.

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