Team Talk

Wellbeing Questionnaire

SAMPLE TEAM

GOOD DAY AT WORK

POWERED BY
robertsoncooper

Welcome to your Team Wellbeing report!

Introduction

As a manager, you have a range of responsibilities – team performance, developing talent, providing direction and connecting team members to the organisations' goals to keep them motivated. Crucially, you're also responsible for supporting team health, wellbeing and resilience.

This report provides you with actionable insights based on your team's data that will enable you to fulfil that responsibility.

On a good day, employees feel connected to and energised by the purpose of the organisation. Over the last few years, we've engaged with hundreds of employers and thousands of workers, and we've uncovered something simple – that workplace wellbeing is fundamentally about creating Good Days at Work. Our research has shown that a number of outcomes that managers and their employers care about come together when employees experience more good days.

For example, one extra Good Day at Work a week translates to:
- 9% increase in **productivity**
- 10% increase in **advocacy**
- 11% increase in **job satisfaction**
- 12% reduction in **intention to leave**
- 6 fewer days of **presenteeism** per year
- 5 fewer days of **absenteeism** per year

Like a Good Day at Work itself, these are universals: things that everyone values. This report is designed to unlock these benefits by unpacking the health and wellbeing situation in your workgroup - and most importantly, giving you levers to pull to make real change happen.

The report starts with data on business level outcomes - productivity, absence and more – to show you where your team sits in relation to a number of markers the business values. From there, we drill down to look specifically at what is driving those scores to establish what the blockers and enablers are.

The goal of this report is to enable you to host conversations with your workgroup about health and wellbeing based on objective data. You'll discover the practical things you can do, as a manager, to support your team and drive improvement. The advice is grounded in people science and proven to work.

To help you to get into action, we provide a template and toolkit for that all-important first conversation with your workgroup based on the results in this report. At the end of the report you'll find signposting information you can use with team members who need further support or advice.

Here is a summary of the main sections:

Section 1: Business level outcomes	Section 2: Key drivers influencing outcomes for this group	Section 3: Your levers for making change happen	Section 4: Team Wellbeing: action planning	Section 5: Signposting support

Benchmarking

Your workgroups' results are show in comparison to an external benchmark to help you understand whether this is a positive, negative or neutral result. We use two benchmarks in this report - either:

- **The General Working Population:** a large representative group of employees who have also completed the questionnaire

- **Sample Organisation results:** data gathered from Sample Organisation employees in the Sample Report, to compare your group score against.

Confidentiality and Privacy

It is Robertson Cooper's practice, in line with the British Psychological Society, to protect the confidentiality and privacy of respondents. We comply with all GDPR legislation. For further details of our policies go to: https://www.robertsoncooper.com/privacy-policy/

Results for groups with less than 8 respondents are never presented.

Key

✓	Dark green indicates a score that is more positive than is typically found in other organisations. You can still be in the same performance bracket as the best organisations even if your score is slightly below their average score.
−	Light green indicates a score that is typical of most other organisations. You can still be in the same performance bracket as these organisations even if your score is slightly below their average score.
⚠	Light red indicates a potential risk or caution for the team
✕	Dark red indicates a risk that is currently notable for the team.

As a Manager at Sample Organisation how should I use this report?

This report contains specific results and feedback about your workgroup when it comes to health, wellbeing and having a good day at work. It has been designed to help you, as a manager, get into action to improve the health, wellbeing and resilience of your team. By working through the sections, you'll better understand the levers you can pull to make change happen.

In particular, it looks at:

Important **business level outcomes** that are influenced by health and wellbeing

The **health and wellbeing drivers** that influence those outcomes for this particular group

The **levers that you as a manager can pull** to create positive change for yourself and this group

For yourself, as a manager, you can use this report to:

- Understand how health and wellbeing affects your personal work goals
- Build the confidence you need to support the health and wellbeing of your team
- Make good judgements about taking appropriate action in support of your team's health and wellbeing
- Understand the context for your performance management efforts with team members.

For your team, you can use this report to:

- Communicate the ways in which your organisation values their health, wellbeing and engagement
- Connect them to business level goals and direction
- Provide a purpose-driven framework for contracting with the team; the basis for unifying its members around common goals and values
- Set measurable targets for improving health, wellbeing and performance
- Signpost employer support for team members as and when they need it.

This report has been designed to build up a picture of health, wellbeing and resilience inside your workgroup, putting all the elements in one place for you, as a manager, to work with. Work your way through the sections and at the end of the report you will have a fully populated dashboard showing your team's results. **Below is an example of what this will look like; it does not currently contain your team's data.**

Good Days at Work

-	GWP	-
	Organisation	-

KEY: GWP is your score vs. The General Working Population. 'Organisation' is your organisation score vs [Client Name] results.

A range of important business level outcomes to which we know team wellbeing and performance are related.

Business Level Outcomes

Productivity

-	GWP	-
	Organisation	-

Intention to Leave

-	GWP	-
	Organisation	-

Employee Advocacy

-	GWP	-
	Organisation	-

Presenteeism

-	GWP	-
	Organisation	-

Absenteeism

-	GWP	-
	Organisation	-

A set of drivers that influence the number of Good Days at Work your team is experiencing, as well as the other business level outcomes outlined above.

Drivers

Energy

-	GWP	-
	Organisation	-

Mental Health

-	GWP	-
	Organisation	-

Psychological Wellbeing

-	GWP	-
	Organisation	-

Resilience

-	GWP	-
	Organisation	-

Physical Health

-	GWP	-
	Organisation	-

Engagement

-	GWP	-
	Organisation	-

These '6 Essentials' are barriers and enablers of health and wellbeing at work. They are the levers that you, as a manager, can pull to make change happen.

Levers

Resources & Communication

-	GWP	-
	Organisation	-

Control

-	GWP	-
	Organisation	-

Balanced Workload

-	GWP	-
	Organisation	-

Job Security & Change

-	GWP	-
	Organisation	-

Work Relationships

-	GWP	-
	Organisation	-

Job Conditions

-	GWP	-
	Organisation	-

Section 1: Business Level Outcomes

As well as feeling good about themselves, employees with higher levels of wellbeing deliver better outcomes for their employers. Here we report on a range of business level outcomes to which we know wellbeing is related, and your group's results in these areas are presented over the next few pages.

Your team's results are compared to:

- Robertson Cooper's General Working Population norm group
- The norm score within Sample Organisation (if available)

i) Is Your Team having a Good Day at Work?

As we've seen, the number of 'Good Days at Work' we have per week is linked to a number of important outcomes, including better performance and increased levels of wellbeing. As such, the Good Day at Work score can be seen as an overarching reflection of how work is experienced by your team.

Number of Good Days at Work (out of 5)

4.4/5

Vs. General Population	**+7%**
Vs. Organisation	**+2%**
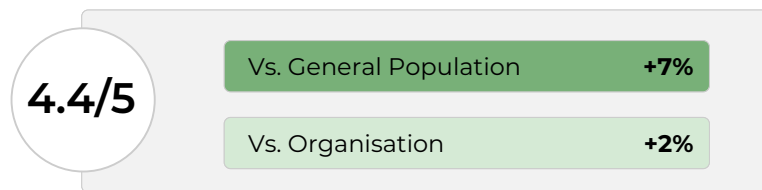
N.B. This score is standardised so that it works even for part-time workers

There are four characteristics associated with experiencing a Good Day at Work (GDAW) and your team's score for each component is shown here:

What we measured	Score	vs. General Population	vs. Your Organisation	Wellbeing Survey Question
GDAW - Contribution	98	+10	+4	I make a valuable contribution
GDAW - Social	98	+4	0	I get on well with people who work with me
GDAW - Achievement	88	+12	+6	I achieve my daily job goals
GDAW - Energetic	66	-1	+2	I feel energetic

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Interpreting your Good Day at Work results

These results outline the experience that your team is having in the workplace day-to-day. You can use this section to help you understand how your team compares with both the general working population (outside your place of work) and whether its experience is typical for your own organisation.

Start with the general working population:

1. Look at what's showing as green, recognise what's working well in the team and celebrate that. Think about your own role in achieving this – what specific behaviours got you there?
2. Now look at the pink areas – these indicate areas with potential – but take a moment to reflect on whether they are on the way up or on the slide. If they are on the up keep going and think about how you consolidate the success to date. If they are on the slide think about what you can do to mitigate that and start the improvement process.
3. Finally, look at any results that are showing up red – these are areas that need your attention sooner rather than later. Think about what needs to change: what needs to come from the organisation? What needs to come from you? And, don't forget, your team members have a role to play too – so consider what behaviours you need to see from them in the next period to create more good days at work.

Now look at your scores compared with other teams in your organisation - repeat the steps above and reflect on whether it's telling a different story or the same one, and why that might be the case.

ii) Business Level Outcome Measures

Let's get into the detail...

We know that having a happy and healthy workforce positively influences important business level outcomes. These act as a temperature gauge for health and wellbeing in the workplace: if scores are low organisations often find there are aspects of employees' day-to-day experience that are root causes. This is a starting point for providing the support that your team requires.

In this section we look at **Productivity**, **Intention to leave**, **Employee Advocacy**, **Presenteeism** and **Absenteeism**.

Below are the results for your team for each of these important indicators of team experience.

Productivity

Productivity is a well know measure of individual and team performance. It's valuable in its own right, but is strongly related to other important outcomes like employee engagement and job satisfaction. So if productivity is good, other positive outcomes are more likely.

What we measured	Score	vs. General Population	vs. Your Organisation	Wellbeing Survey Question
Productivity	78	0	-4	Over the last three months, roughly how productive have you felt in your job?

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Intention to leave

As a manager, it's clearly desirable to minimise intention to leave inside your team. If it becomes pervasive and turns into real exits you face disruption on several fronts: time, cost and changes to your team's dynamic. Time and time again we've seen that those employees experiencing more good days at work have a lower intention to leave.

What we measured	Score	vs. General Population	vs. Your Organisation	Wellbeing Survey Question
Consider Leaving	64	0	-6	How often do you consider leaving your job?

Employee Advocacy

More and more organisations are using employee advocacy as an indicator of success and the strength of their employer brand. If your employees are happy to recommend you to others, you must be doing something right as an employer! Advocacy is also associated with other important people-related outcomes such as job satisfaction and the ability to attract new talent.

What we measured	Score	vs. General Population	vs. Your Organisation	Wellbeing Survey Question
Recommend Organisation	75	+5	-3	How likely are you to recommend your organisation to family and friends as a place to work?

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Presenteeism

Presenteeism happens when employees work despite feeling unwell, either physically or mentally, and are therefore unable to fully contribute. Britain's Healthiest Workplace survey by Vitality has estimated the cost of presenteeism to be x12 higher than that of absenteeism. As a manager it's easy to think that a team member at 50% productivity is better than a day of absence but the evidence is clear – happy, healthy teams don't do presenteeism.

What we measured	Score	vs. General Population	vs. Your Organisation	Wellbeing Survey Question
Presenteeism	84	+14	+3	In the past 3 months, how many days have you not felt well enough to perform your duties to your normal standard, but worked regardless?

Absenteeism

Organisations have long understood that employee absence is bad for productivity and invariably costs a lot of money. A study by Westfield Health in 2020 showed that sickness absence cost UK employers around £14 billion in lost productivity, so its importance should not be underestimated. In the past, attendance management processes were the standard approach to managing absence, but now the more proactive role the manager can play is fully understood. By understanding the blockers and enablers of wellbeing you can make a real difference.

What we measured	Score	vs. General Population	vs. Your Organisation	Wellbeing Survey Question
Absenteeism	89	+19	+24	In the past 3 months, how many days off work have you had due to illness?

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Interpreting your results for Business Level Outcomes

The business level outcomes covered in this section are, of course, influenced by many different things. Some will be contextual or organisational factors that you can't change, but other factors you will have more control over.

Think about what's happening in your team right now. Which of the business level outcomes we're looking at here are in play? What do the results from the survey tell you about what's going on?

Follow the same steps as before to find out how your team compares with both the general working population (outside your place of work) and whether its experience is typical for your own organisation (if that data is available).

Start with the general working population:

1. Look at what's showing as green, recognise what's working well in the team and celebrate that. Think about your own role in achieving this – what specific behaviours got you there?
2. Now look at the pink areas – these indicate areas with potential – but take a moment to reflect on whether they are on the way up or on the slide. If they are on the up keep going and think about how you consolidate the success to date. If they are on the slide think about what you can do to mitigate that and start the improvement process.
3. Finally, look at any results that are showing up red – these are areas that need your attention sooner rather than later. Think about what needs to change: what needs to come from the organisation? What needs to come from you? And, don't forget, your team members have a role to play too – so consider what behaviours you need to see from them in the next period to create more good days at work.

Now look at your scores compared with other teams in your organisation - repeat the steps above and reflect on whether it's telling a different story or the same one, and why that might be the case.

Section 2: The drivers of your Business Level Outcomes

A driver is something that has been shown in our research to influence the business outcome metrics shown in Section 1.

All the drivers shown in this section of the report may be having an impact on the number of Good Days at Work that your team are experiencing, as well as the other performance metrics outlined above. The impact could either be positive or negative. The results for your workgroup are summarised below.

These 6 drivers can either block or enable the business level outcomes we've outlined in Section 1. Below you can see how your workgroup scores in each of these areas in relation to both the general population and your own organisation. This will enable you take an objective and balanced view of your own workgroup's health, wellbeing and performance.

Drivers

Energy			Mental Health			Psychological Wellbeing		
59	GWP	+2	**65**	GWP	+3	**70**	GWP	+6
	Organisation	+2		Organisation	+1		Organisation	+6

Resilience			Physical Health			Engagement		
89	GWP	+13	**59**	GWP	+2	**71**	GWP	+2
	Organisation	+3		Organisation	+3		Organisation	-1

Now that you have an overview of the key drivers, you can drill down into each to gain insight into your workgroup's day-to-day experience at work.

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Interpreting your results for each section

Click here for a reminder on how to interpret your results.

Driver #1: Energy

When employees have the right energy - and sustainable levels of it - they can perform at their best. Of course, the employee themselves has the ultimate responsibility for managing their own energy – sleep, diet, exercise are all things the organisation can influence but not definitively determine.

However, employers do have a duty to create the right conditions for their employees and you, as a line manager, represent your employer in that respect. By understanding what gives energy to, and takes it from, your team members you will be better equipped to support them.

Overall Energy Score
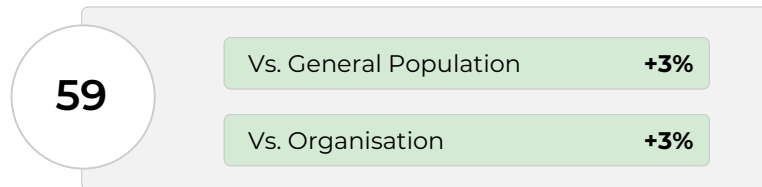
59

| Vs. General Population | +3% |
| Vs. Organisation | +3% |

Into the detail...

59

	Score	vs. General Population	vs. Your Organisation
Energy Overall	59	+2	+2

What we measured	Score	vs. General Population	vs. Your Organisation	Wellbeing Survey Question
Sleep	64	-5	+1	Questions about the quantity and quality of sleep.
Nutrition	57	-1	-5	Questions about nutritional habits including sugar intake, smoking and water intake.
Exercise	54	+7	+3	Questions about the type and amount of excercise undertaken.
Emotions	59	+4	+6	Questions about emotional awareness, coping strategies and relaxation.

Interpreting your results for Energy

Think about what's happening in your team right now. What are the energy levels like? What do you know anecdotally about current challenges to your team's energy? Does the overall energy score of 59 above confirm or contradict those hunches?

Now look at the core components of energy – how do those relate to what you've observed across your workgroup?

Energy is multifaceted and your team members have their own responsibilities for managing and developing it. Think carefully about ways in which you can encourage them to do this, remembering that each person will have a different starting point and is likely to require different support.

Driver #2: Resilience

Personal Resilience is the ability to cope with setbacks and bounce back to deliver sustainable levels of performance. Of course, when pressure exceeds our ability to cope our resilience is tested: in those circumstances we each draw on different skills and personal attributes to find ways of coping. In this section you will be able to see how your workgroup compares with the benchmark groups at an overall level. After that you can drill down to see where their strengths and development needs lie in terms of the four key components of resilience.

Overall Resilience Score

89

| Vs. General Population | +15% |
| Vs. Organisation | +3% |
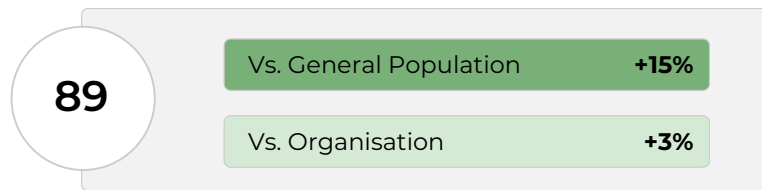
Into the detail...

89

	Score	vs. General Population	vs. Your Organisation
Resilience Overall	89	+13	+3

What we measured	Score	vs. General Population	vs. Your Organisation	Wellbeing Survey Question
Adapt to challenges	92	+8	+2	At the moment, I adapt my approach to deal with work challenges as they come up
Worth tackling job problems	91	+18	+11	The fact that my current job goals are worthwhile helps me to keep going when problems arise
Support if things go wrong	91	+17	+2	Nowadays if something goes wrong in my job I feel that I will get the support that I need
Confidence with difficulties	82	+4	-2	Right now at work I feel confident that I can deal with difficulties when they arise

Interpreting your results for Resilience

What do you think the challenges to your team's resilience are now? What are the resilience levels like in your team – individually and as a group? Does the overall resilience score of 89 above confirm or contradict what you'd expect?

Now look at the 4 core areas of resilience – how do those relate to what you've observed across your workgroup?

Thinking more broadly about the workplace pressures covered in the 'Levers' section of this report is a valuable source of insight when it comes to resilience. Skip forward to that now to uncover the specific pressures that are currently at play in your team. You can use those insights to take a rounded and objective view of what's challenging resilience in the areas for which you are responsible.
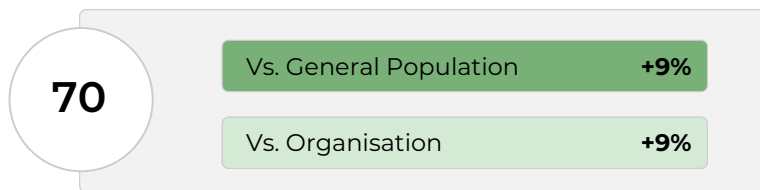
Driver #3: Psychological Wellbeing

One of the most important drivers of a good day at work for all employees everywhere is psychological wellbeing. In a work context it has 2 main components - experiencing positive emotions on a regular basis and having a strong sense of purpose. Any team that has these two things covered will experience more good days than one that does not. In this section, we break that down for your team to make psychological wellbeing tangible so that you can take action to support it.

Overall Psychological Wellbeing Score

70

| Vs. General Population | **+9%** |
| Vs. Organisation | **+9%** |

Into the detail...

70

	Score	vs. General Population	vs. Your Organisation
Psychological Wellbeing Overall	70	+6	+6

What we measured	Score	vs. General Population	vs. Your Organisation	Wellbeing Survey Question
Positive Emotions	62	+5	+2	How often employees experience a range of positive emotions at work, like feeling happy or inspired.
Sense of Purpose	78	+6	+9	Whether employees feel like they have clarity on their purpose at work.

Interpreting your results for Psychological Wellbeing

What do you think your team's psychological wellbeing has been like for the last few months?

- What signs are you seeing that it's either good or not so good?

- Does the overall psychological wellbeing score of 70 above confirm or contradict what you'd expect?

Now think about the two key elements of psychological wellbeing in turn – first, positive emotions and then sense of purpose. Ask yourself those same questions about both.

Now step back and think about what you can influence directly:

- How can you further inspire and excite your team?

- Can you check in more often to ensure that levels of contentment and sense of purpose are strong?

- Are goals (inside the team and organisationally) clear and motivating enough?

- Are they challenging, but also achievable?

As before, the workplace pressures covered in the 'Levers' section of this report are a valuable source of insight when it comes to psychological wellbeing. Skip forward to that again to uncover the specific pressures that are currently at play in your team. You can use those insights to help you take a rounded and objective view of what's challenging psychological wellbeing in the part of the organisation for which you are responsible.

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Driver #4: Health (Physical and Mental)

There is now little argument about the importance of health in the workplace. It's intuitive that employees with better mental and physical health are likely to exhibit less absenteeism and presenteeism, whilst having more energy and being more productive. In this section, we've collated your workgroup's results for mental and physical health so you can discover how they compare with our external benchmark and with other teams in your own organisation.

Overall Health Score

62

Vs. General Population	**+5%**
Vs. Organisation	**+3%**
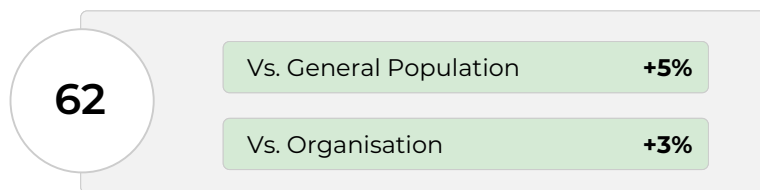
Into the detail...

62

	Score	vs. General Population	vs. Your Organisation
Health Overall	62	+3	+2

What we measured	Score	vs. General Population	vs. Your Organisation	Wellbeing Survey Question
Physical Health	59	+2	+3	How well employees report their physical health to be.
Mental Health	65	+3	+1	How well employees report their mental health to be.

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Interpreting your results for Health

It goes without saying that an employee's health is their own business. However, employers do still have a duty of care to provide support and signposting where appropriate and necessary. As a manager, the most important aspect of your role when it comes to health is to be aware, available and to listen to any concerns that an employee may have when it comes to mental or physical health. Regular wellbeing conversations are the best way to ensure that happens - regardless of the results you're seeing in this report.

It's very important to remember that you are not a doctor and are not expected to solve health problems directly yourself. Instead, make yourself aware of the range of support your organisation provides to employees - a good starting point is the Signposting Support section (Section 5) of this report - but you may want to go further than that and talk directly to the appropriate teams internally.

The scores presented here relate to mental and physical health symptoms only – they are not saying that any person or group definitively has a mental or physical health problem. However, you can use the benchmarked scores for mental and physical health respectively to help you to determine whether there are specific themes to watch out for in your workgroup.

In particular, look at whether these themes are common in the rest of the organisation (if this data is available) - so is your organisation scoring less well than the general working population in these areas? If it is, it may be that a conversation with your own line manager about where the causes lie is appropriate.

Finally, you can look at both the other Drivers in this section and the Levers section for more clues as to what might be behind these 'Health' results. For example, are 'Job Conditions' satisfactory? Is 'Psychological Wellbeing' poor?

Driver #5: Engagement

Engagement is not a new topic and, no doubt, your organisation has been running engagement surveys for many years. However, seeing it through a 'Good Day at Work' lens provides a different angle. When engagement is seen alongside health, wellbeing and sense of purpose it is a much stronger predictor of productivity and several other important business level outcomes.

In this section, we provide an overall engagement score for your work group and then drill down into the key components of employee engagement – motivation, perceived organisational commitment and employee commitment.

Overall Engagement Score

71

Vs. General Population	**+3%**
Vs. Organisation	**-1%**

Into the detail...

71
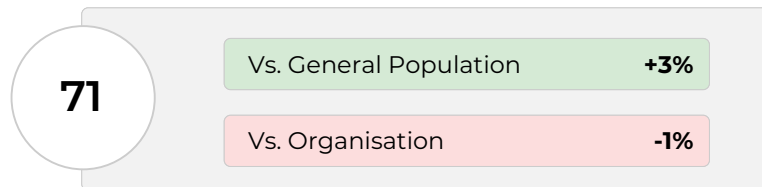
	Score	vs. General Population	vs. Your Organisation
Engagement Overall	71	+2	-1

What we measured	Score	vs. General Population	vs. Your Organisation	Wellbeing Survey Question
Motivation	90	+18	+4	How driven employees feel to do their job to the best of their abilities.
Organisational Commitment	91	+28	+15	How much employees feel that the organisation is committed to them.
Employee Commitment	98	+24	+19	How committed employees are to the organisation.

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Interpreting your results for Engagement

How do the engagement scores above chime with your current perception of your workgroup? More engaged, less engaged?

Looking at the detailed breakdown across the 3 aspects of engagement, where are the strengths? Are there things that you and the organisation can do to consolidate and develop them? For example, do they feel valued and motivated? If the answer is 'no' you should plan conversations to probe that issue and find out why this is the case.

Very often engagement is affected by workplace pressures – for example, chronic work overload seldom leads to sustainable engagement. The workplace pressures covered in the 'Levers' section of this report are a valuable source of insight when it comes to psychological wellbeing.

Skip forward to that again to uncover the specific pressures that are currently at play in your team. You can use those insights to help you take a rounded and objective view what's challenging engagement in the part of the organisation for which you are responsible.

Summary of your team's Driver results

Now we've covered all the drivers in detail, take a moment to revisit the summary for this section.

Drivers

Energy

59	GWP	+2
	Organisation	+2

Mental Health

65	GWP	+3
	Organisation	+1

Psychological Wellbeing

70	GWP	+6
	Organisation	+6

Resilience

89	GWP	+13
	Organisation	+3

Physical Health

59	GWP	+2
	Organisation	+3

Engagement

71	GWP	+2
	Organisation	-1

Priorities for action

Are there clear priorities for action from what you've seen so far? Do you have a clear idea of where to focus your attention and the support you need to provide?

Make a note of key learnings and priorities for action below and then move onto the levers for change section. As the name suggests, this will give you further options for acting on these results.

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Section 3: Your levers for making change happen

This section shows you where to focus and what to do to create more Good Days at Work – for you, and for your team. Here, we present results for the aspects of working life that directly block or enable good days at work. These are the tangible levers that, as a manager, you can pull to make real change happen and, most importantly, maximise the number of Good Days at Work members of your workgroup experience.

Workplace Pressures (The 6 Essentials)

Here we take a look at pressures affecting employees' health and wellbeing using the **6 Essentials** - that is, the six aspects of working life that determine whether employees have a healthy, happy and productive time at work or not.

We feel and perform at our best when we are faced with a certain amount of challenge and pressure. However, when this pressure exceeds our ability to cope it becomes stress which negatively affects performance and health. In turn, that can adversely affect team and organisational culture.

Managed effectively, however, these six areas of pressure can help us to have a Good Day at Work by providing challenge and motivation.

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6 Essentials score

The 6 Essentials are the environmental factors which combine to create the conditions for a well workplace - one where employees can thrive and regularly have a Good Day at Work.

Each of the 6 Essentials can enable a Good Day at Work if they are 'set' optimally, but can be a blocker if they are not 'set' correctly in the work environment. If there are blockers, the 6 Essentials are your levers for change; tangible things you can focus on to support your workgroup and improve health and wellbeing in your workgroup. Work through the 6 areas in this section and make a note of any suggestion that chimes with ideas for action you had in previous sections.

What we measured	Score	vs. General Population	vs. Your Organisation
Resources and Communication	73	+7	+2
Control	78	+17	+2
Workload	83	+21	+6
Job Security and Change	88	+22	+10
Work Relationships	83	+9	+5
Job Conditions	77	+7	+2

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Into the detail...

Follow the steps below to find out how your team compares with both the general working population (outside your place of work) and whether its experience is typical for your own organisation (if that data is available).

Start with the general working population:

1. Look at what's showing as green, recognise what's working well in the team and celebrate that. Think about your own role in achieving this – what specific behaviours got you there?
2. Now look at the pink areas – these indicate areas with potential – but take a moment to reflect on whether they are on the way up or on the slide. If they are on the up keep going and think about how you consolidate the success to date If they are on the slide think about how you can do to mitigate that and start the improvement process.
3. Finally, look at any results that are showing up red – these are areas that need your attention sooner rather than later. Think about what needs to change: what needs to come from the organisation? What needs to come from you? And, don't forget, your team members have a role to play too – so consider what behaviours you need to see from them in the next period to create more good days at work.

After that, look at your scores compared with other teams in your organisation - repeat the steps above and reflect on whether it's telling a different story or the same one, and why that might be the case.

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Resources & Communication

When we don't have the right resources to get on and do our jobs, we are less likely to achieve our tasks or experience positive emotions. The 'right resources' can range from the right IT equipment, having functional uniforms, being sufficiently trained, to even having a stapler to hand!

Without clear communication around what is expected of us and, more broadly, about what is going on in the team / organisation as a whole, the prospect of a Good Day at Work can quickly become compromised. There's a very real risk that team members become unsure about what tasks to focus on - and even when they do achieve things, they may be unsure about the meaning of that work in the wider context.

	Score	vs. General Population	vs. Your Organisation
Resources and Communication	73	+7	+2

What we measured	Score	vs. General Population	vs. Your Organisation	Wellbeing Survey Question
Lack of equipment/resources to do the job	63	-5	-11	I do not have the proper equipment or resources to do my job
Lack of adequate training to do the job	73	+3	0	I am not adequately trained to do many aspects of my job
Lack of feedback on performance	80	+16	+13	I am never told if I am doing a good job
Lack of information about what is going on in the organisation	75	+13	+4	I do not feel I am informed about what is going on in this organisation

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Your Resources & Communication results explained

As a line manager, resources and communication is an aspect of working life that you can, and should, influence positively for your team.

Look at the overall score: how are you doing compared with the general working population and your own organisation?

Now look at the core components of Resources and Communication: what does this tell you about what you personally can do to improve your workgroup's experience?

Think about what might be influencing these scores:

- Are people regularly and transparently updated about what's happening in the organisation? Do they feel 'in the know'?

- Are you aware of team members who are feeling isolated or unsupported by the team? If so, how could communications and resources have contributed to this feeling?

- Do you have the skills you need to communicate effectively with your team? Is there further training support the organisation could provide you with?

- Fundamentally, do you have enough people and equipment to deliver what's expected by the organisation?

Remember that these 6 Essentials do not operate in silos, so it's worth cross-checking your Resources & Communication results with other scores, in particular:

- Control: communication and resources without control don't work for employees

- Balanced workload: overload can easily undermine good communications and resources.

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Control

It's hard to feel any sense of achievement and, moreover, to experience the positive emotions that go with achieving your tasks if you do not feel like you have some agency deciding how the work is conducted.

A sense of autonomy helps employees experience a Good Day at Work and promotes personal responsibility and trust across your workgroup. Teams that feel like they can make choices about how they do their work have higher levels of discretionary effort and release the full potential of their members.

	Score	vs. General Population	vs. Your Organisation
Control	78	+17	+2

What we measured	Score	vs. General Population	vs. Your Organisation	Wellbeing Survey Question
Lack of influence over performance targets	78	+12	+2	I have little or no influence over my performance targets
Account not taken of staff ideas/suggestions about the job	83	+16	+6	My ideas or suggestions about my job are not taken into account
Lack of involvement in decision making	85	+27	+7	I am not involved in decisions affecting my job
Lack of control over aspects of the job	68	+12	-4	I have little control over many aspects of my job

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Your Control results explained

A line manager's style and decision-making can make a huge difference to whether employees feel a sense of agency and autonomy.

Look at the overall score: how are you doing compared with the general working population and your own organisation? Is this what you expected to see?

Now look at the core components of Control: what does this tell you about what you personally can do to improve your workgroup's experience?

If the overall score is good, are there one or two areas where you score particularly well? If the overall score was less positive, are there one or two areas that are dragging the score down?

Now think about what might be influencing these scores:

- Is there clarity regarding who does what in the team?
- Do you, as a line manager, have enough autonomy yourself to pass on to team members?
- Do the team feel like they have influence over their own performance targets?
- Do the team feel like their opinions are heard and considered?

These 6 Essentials do not operate in silos, however, so it's worth cross-checking your Control results against other scores, in particular:

- Resources and communication: control without the right information seldom works for employees
- Balanced workload: overload can easily take control away if employees find themselves unable to prioritise a high number of tasks
- Job security and change: low job security and high change can undermine any sense of control that you, as a manager, give to employees – set realistic expectations.

Balanced Workload

To feel like we've achieved something as part of a Good Day at Work, we need a healthy workload. Think of the Goldilocks Principle: not too much, not too little but a happy medium where the tasks are doable but also feel challenging enough to be worthwhile. It's in this sweet spot that we experience positive emotions about our work.

	Score	vs. General Population	vs. Your Organisation
Workload	83	+21	+6

What we measured	Score	vs. General Population	vs. Your Organisation	Wellbeing Survey Question
Lack of time	73	+23	+4	I do not have enough time to do my job as well as I would like
Unmanageable workloads	85	+24	+5	I am given unmanageable workloads
Unrealistic deadlines	88	+22	+7	I am set unrealistic deadlines
Technology overload	85	+13	+4	The technology in my job has overloaded me
Work interfering with home/personal life	80	+24	+4	My work interferes with my home and personal life
Excessive travel time	90	+13	+9	I spend too much time travelling in my job
Unsocial hours	83	+11	+7	I work unsociable hours e.g. weekends, shift work etc
Long hours	85	+29	+9	I work longer hours than I choose or want to

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Your Balanced Workload results explained

Teams that have a balanced workload tend to be happier and more productive. As the team's manager, you have a high degree of influence over workload; you are a buffer between the work the organisation passes through the line to you and your team.

In some instances, you may need to manage upwards to influence the workload of your team and therefore their experience of work. In others, it's more about how you prioritise and communicate the work that's required to them, as well as the expectations that you set.

Look at the overall score: how are you doing compared with the general working population and your own organisation? Is this what you expected to see?

Now look at the core components of Balanced Workload: what does this tell you about what you personally can do to improve your workgroup's experience?

Think about what might be influencing these scores:

- Are priorities clear for the whole team?

- Are deadlines realistic and appropriately agreed?

- Do all your team members have the skills, training, and knowledge they need to fulfil their role?

- Is their sufficient variety in the work to keep your team motivated? Do they have choice in their day-to-day?

- How long is the typical daily commute and is this causing team members pressure?

- Does technology help or hinder the pursuit of a balanced workload?

- Do your team know what flexible working options are available to them?

- Do you talk with your team about what flexible working options are available?

These 6 Essentials do not operate in silos, however, so it's worth cross-checking your Balanced Workload results with other scores, in particular:

- Resources and communication: if employees are not in the know and feeling involved it's hard to have the sense that workload is balanced. Without the right equipment it's almost impossible to balance your workload

- Control: employees need to have the autonomy to decide how the work is done, that plays a big part in balancing workload

- Job conditions: work environments that are sub-optimal and where flexible working is in doubt do not usually support a balanced workload.

Job Security & Change

In the normal course of life many people embrace change, while others recoil from it. However, anyone would find it difficult to have a good day at work when their sense of job security is threatened. How we communicate and set expectations around change, particularly job security, goes some way to alleviating this pressure.

It's been said many times that change is an inevitable, and necessary, part of working life. Well-managed change is certainly that, but if change is just left to happen, it can have a major impact on employee health and wellbeing, affecting business level outcomes like productivity and intention to leave.

	Score	vs. General Population	vs. Your Organisation
Job Security and Change	88	+22	+10

What we measured	Score	vs. General Population	vs. Your Organisation	Wellbeing Survey Question
Fear of skill redundancy	88	+16	+9	My job skills may become redundant in the near future
Future job change	88	+28	+10	My job is likely to change in the future
Organisation changes for change's sake	83	+26	+10	My organisation is constantly changing for change's sake
Lack of job permanence	90	+10	+9	My job is not permanent
Job insecurity	93	+25	+12	My job is insecure

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Your Job Security and Change results explained

As a manager, your responsibility for job security itself is less direct than some of the other 6 Essentials we've discussed. Very often, external factors affect job security, but you do have an influence on how your team members perceive this important aspect of working life.

Sometimes large-scale organisational change just happens, but your role is about how this is communicated and managed across your workgroup. In this instance, outgoing communication is important, but so is listening.

Look at the overall score: how are you doing compared with the general working population and your own organisation? Is this what you expected to see?

Now look at the core components of Job Security and Change: what does this tell you about what you personally can do to improve your workgroup's experience?

Think about what might be influencing these scores:

- Are your team members being given sufficient opportunity to comment on the change?

- Can they influence how it's going to be implemented? Or not?

- Are they being sufficiently supported through change? By the organisation? By you as their line manager?

- Do they know where, and how, they can access support?

- Do they understand all that they can at this point about the future of their own roles?

These 6 Essentials do not operate in silos, however, so it's worth cross-checking your Job Security and Change results with other scores, in particular:

- Resources and communication: if employees are not in the know and feeling involved they will draw their own conclusions about job security and the consequences of change

- Control: if employees have autonomy day-to-day they will feel better about aspects of working life that feel out of their control like job security

- Work relationships: manager and peer support are critical during periods of uncertainty. If social wellbeing is strong it increases team resilience during periods of change.

Work Relationships

As social beings, the relationships we hold at work matter. An atmosphere of reciprocity and collaboration with a manager, who provides support alongside healthy challenge and a space for healthy debate, are all important conditions for creating more Good Days at Work. Strong social connections provide the basis for strong team performance and resilience, as well as personal enjoyment of work.

	Score	vs. General Population	vs. Your Organisation
Work Relationships	83	+9	+5

What we measured	Score	vs. General Population	vs. Your Organisation	Wellbeing Survey Question
Poor relationships with colleagues	88	+6	+5	My relationships with colleagues are poor
Others take credit for my achievements	85	+13	+7	Others take the credit for what I have achieved
Boss is forever finding fault	90	+7	+6	My boss is forever finding fault with what I do
Others not pulling their weight	70	+11	+4	Other people at work are not pulling their weight
Unclear what boss expects	78	+6	+5	I am not sure what is expected of me by my boss
Isolation at work	83	+11	+9	I feel isolated at work e.g. working on my own or lack of social support from others
Support from others	73	+5	+1	I do not receive the support from others (boss/colleagues) that I would like
Aggressive management style	98	+10	+4	My boss behaves in an intimidating and bullying way towards me

Your Work Relationships results explained

The power of social connection and work relationships is much underestimated. From your position as line manager, you can't make everyone like each other but you can create conditions that maximise strong work relationships.

Think about the different types of relationships in and around your team: those with you; those inside the team; relationships with other teams in the business and those with customers. How do these differ? Where are relationships strong and where could they improve?

Look at the overall score: how are you doing compared with the general working population and your own organisation? Is this what you expected to see?

Now look at the core components of work relationships: what does this tell you about what you personally can do to improve your workgroup's experience?

Think about what might be influencing these scores:

- What do you do to help create a supportive team atmosphere?

- Have you proactively created opportunities for social interaction and relationship building?

- Is there a recognition and appreciation for diversity within the team?

- Do ALL team members know where and how to raise a concern about work relationships (e.g. bullying and harassment)?

- Does everyone in the team have a voice? What have you, as a manager, done to ensure this is the case?

- Have homeworking and online meetings affected the relationships in your team? If so, how can you change that?

These 6 Essentials do not operate in silos, however, so it's worth cross-checking your Work Relationships results with other scores, in particular:

- Resources and communication: if employees are not in the know, if communication is poor and trust is low relationships can be undermined - or even prevented from forming in the first place

- Job security and change: if job security is threatened and change is on the agenda (but this is managed poorly), employees can go into 'personal survival' mode - and this is seldom good for relationships and collaboration

- Balanced Workload: if overload is the norm, employees go into 'task mode' and relationships can become secondary.

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Job Conditions

An environment that is set up for a Good Day at Work delivers the full range of things that add up to job satisfaction. This includes pay and benefits, but also covers the space in which we work and its safety, career development potential, variety and even the state of the microwave in the kitchen!

Some aspects are easier to change, others are harder – but all are important.

	Score	vs. General Population	vs. Your Organisation
Job Conditions	77	+7	+2

What we measured	Score	vs. General Population	vs. Your Organisation	Wellbeing Survey Question
Lack of enjoyment of job	88	+19	+4	I do not enjoy my job
Dealing with difficult customers/clients	80	+11	+3	I have to deal with difficult customers/clients
Dull & repetitive work	78	+5	+9	My work is dull and repetitive
Comparatively poor pay & benefits	63	+7	+9	My pay & benefits are not as good as other people doing the same or similar work
Work performance closely monitored	78	+5	+4	My performance at work is closely monitored
Risk of physical violence	93	+2	+3	My job involves the risk of actual physical violence
Poor physical working conditions	58	-15	-18	My physical working conditions are unpleasant (e.g. noisy, dirty, poorly designed).
Job is unlikely to change in the next 5-10 years	83	+20	+10	I may be doing the same job for the next 5 to 10 years

Your Job Conditions results explained

As a manager, you naturally want high levels of job satisfaction within your workgroup. You know that if this is in place, motivation and high levels of performance are more likely.

Look at the overall score: how are you doing compared with the general working population and your own organisation? Is this what you expected to see?

Now look at the core components of Job Conditions: what does this tell you about what you personally you can do to improve your workgroup's experience?

You will be able to directly influence some of these aspects of working life (e.g. performance management), whereas for others you are the face of the employer that sets the conditions (e.g. pay & benefits; safety at work). Think about how your role differs in each of these instances; how can you best support your team members?

Now think about what might be influencing these scores:

- Have all employees in your workgroup been properly inducted into their roles?

- Do they all understand the key aspects of their role?

- Is the reporting structure clear to everyone?

- Is the working environment supporting positive wellbeing and performance?

- Does the team feel like their work is interesting and motivating? What can you do as their manager to ensure it does?

- Does the workgroup get the opportunity to have some fun on a regular basis? What can you do to ensure they do?

These 6 Essentials do not operate in silos, however, so it's worth cross-checking your Job Conditions results with other scores, in particular:

- Resources and communication: if employees are in the know and feeling involved they are more likely to understand what is expected of them, be able to deliver it - and consequently to enjoy their jobs

- Control: if employees have autonomy day-to-day they will feel better when job satisfaction is being challenged by some of the aspects of working life shown here

- Work relationships: manager and peer support are critical for team morale - and a major source of job satisfaction. If work feels fun and social wellbeing job enjoyment will be higher.

In Summary: Your Results

Good Days at Work

87		
	GWP	+6
	Organisation	+2

KEY: GWP is your score vs. The General Working Population. 'Org' is your organisation score vs Sample Organisation results.

A range of important business level outcomes to which we know team wellbeing and performance are related.

Business Outcomes

Productivity

78		
	GWP	0
	Organisation	-4

Intention to Leave

64		
	GWP	0
	Organisation	-6

Employee Advocacy

75		
	GWP	+5
	Organisation	-3

Presenteeism

84		
	GWP	+14
	Organisation	+3

Absenteeism

89		
	GWP	+19
	Organisation	+24

A set of drivers that influence the number of Good Days at Work your team is experiencing, as well as the other business level outcomes outlined above.

Drivers

Energy

59		
	GWP	+2
	Organisation	+2

Mental Health

65		
	GWP	+3
	Organisation	+1

Psychological Wellbeing

70		
	GWP	+6
	Organisation	+6

Resilience

89		
	GWP	+13
	Organisation	+3

Physical Health

59		
	GWP	+2
	Organisation	+3

Engagement

71		
	GWP	+2
	Organisation	-1

These '6 Essentials' are barriers and enablers of health and wellbeing at work. They are the levers that you, as a manager, can pull to make change happen.

Levers

Resources & Communication

73		
	GWP	+7
	Organisation	+2

Control

78		
	GWP	+17
	Organisation	+2

Balanced Workload

83		
	GWP	+21
	Organisation	+6

Job Security & Change

88		
	GWP	+22
	Organisation	+10

Work Relationships

83		
	GWP	+9
	Organisation	+5

Job Conditions

77		
	GWP	+7
	Organisation	+2

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Priorities for action

Are there clear priorities for action from what you've seen so far? Do you have a clear idea of where to focus your attention and the support you need to provide?

Make a note of key learnings and priorities for action below and then move onto the Action Planning section (Section 4).

Driver	Key Finding	Action

Section 4: Team Wellbeing: Action Planning

Designing an action-oriented conversation about creating more Good Days at Work

The goal of this report is to enable you to host structured and data-driven conversations about wellbeing with your workgroup - not just as a one-off but on a regular basis. This section makes that possible.

Bearing in mind the feedback and learning from the report so far, work your way through the following steps to design the first conversation with your team. By the end you should have everything you need to get into action with your team and make practical use of the insights in this report.

N.B. You don't have to do all of this in one meeting, you may find that it works better to split this into two, or even, three sessions.

Planning your Good Day at Work TeamTalk

Before the Meeting

	Your meeting design notes
Meeting Purpose What is the purpose you would like to communicate to your team about the meeting? *Tip: engage your workgroup with improving team wellbeing and creating more good days at work.*	
Focus - what are the main results and priorities from this report you want to discuss with your workgroup? *Tip: revisit the overall dashboard at the end of the report, as well as the action planning tables at the end of the Drivers and Levers sections, respectively* *Tip: what's the outcome? What's in it for them? As an employee? As a team? Emphasise that this is about creating more good days at work for everyone.*	

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During the Meeting

	Your meeting design notes
Set the scene based on the survey data – how will you use the information presented in this report to describe 'the now' to your work group? *Tip: Revisit the priorities you've already identified, use screen grabs of the graphs to make it visual and remember the link to business level outcomes*	
Understand the baseline, together – now it's time to get your team involved in the conversation and that starts with gathering their views on the results you've presented. Do they recognise the wellbeing situation you've described? Do they agree on the causes of the key issues highlighted? *Tip: ensure that everyone's voice is heard, not just the most vocal team members; take active steps to keep the conversation constructive and avoid it turning into a 'moaning session' - remember this is about planning improvements and taking action*	

	Your meeting design notes
Agree the areas for improvement – now that team members have had their say, it's time to agree the areas for improvement and set your wellbeing KPIs. You know where you are now as a group, but where do you want to be? Some KPIs can be measured with improved survey scores, others will require different measures *Tip: Keep it realistic, it's better to set goals and achieve them than fall short; be clear about ownership – as a manager you will own the overall KPIs, but team members can own deliverables too.* *Tip: Keep it to 3-5 KPIs - any more is likely to be unachievable*	
Generate solutions and actions – the best source of ideas for improving what work feels like is the people doing it. Think about how you will ask team members to contribute specific actions that will enable the delivery of your agreed KPIs? *Tip: Consider splitting your team into smaller groups which each generates actions to address a specific KPI; bring them back together and get them to share / evolve the ideas together*	
Create your plan – when you've settled on a set of actions to deliver your KPIs it's time to pull it all together into a high level plan – think about your timescales for improvement and how regularly you're going to review progress with the team. *Tip: the plan needs to live and can't just be a piece of paper; regular reviews, but also referring to it in 1-to-1s with team members and, most of all, delivering it will all help it to live.*	

After the Meeting

	Your meeting design notes
Circulate and publish the action plan to the team and emphasise that this is something they co-created – and therefore have some ownership of. *Tip: the plan needs to live and can't just be a piece of paper, so think about this when it comes to keeping track of actions and how you will measure them.*	
Regularly review the progress as part of 1:1's, team meetings and specific wellbeing reviews. *Tip: set some time aside to review this yourself and with your team, e.g. add as a standing item on your meeting agenda or diarise this to provide you with a prompt.*	

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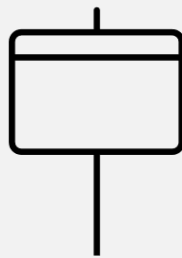
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Think about your own role here as a manager – you can't change everything but you are the connection to the organisation, its direction and its goals.

Here are our top tips to bear in mind in your role as a manager when having the Team Talk conversations with your team:

- It's important to display genuine empathy for your team members and be there to support them

- There are likely to be things you can change quite easily, but also other things that require you to influence upwards and may not change for some time. It's important to be open and realistic about what's possible and what may be harder to shift.

- Some feedback may be difficult to hear, but try to process it constructively, relate it to the data in this report and think about the opportunity for improvement.

- There is a fine line between hearing people's genuine concerns and a session degenerating into complaining. Ensure you demonstrate constructive problem solving where you are all seeking a solution in a manner that has a beginning, middle and end.

Most importantly, remember this is only the first conversation – hopefully the first of many. Creating more Good Days at Work and getting to a point where health and wellbeing is cultural takes considerable effort, but it's a goal worth pursuing given the performance outcomes available.

Section 5: Signposting support

Throughout this report we've looked in detail at what you, as a manager, can do to support your team's health and wellbeing. However, we've also been clear that it's not all on your shoulders: you can't solve every problem or meet every concern personally. Very often the most important aspect of your role will be to listen and signpost. That means signposting the support that Sample Organisation is already making available to employees, including members of your workgroup.

You can use this section to help you point team members in the right direction more quickly and easily. Here you will find a summary of what Sample Organisation offers employees by way of support across all aspects of health and wellbeing. In addition to their own GP, this is a good starting point for any employee who needs further assistance. If you have any questions about the support that is available, you should contact the internal department responsible to request further information.

Signposting to your own support services can be added to this section of the report.