

PERSONAL WELLBEING FOR MANAGERS

WORKSHOP GUIDE



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LEARNING OBJECTIVES

At the end of the session delegates will gain a better understanding of how management can be improved by capitalising on transparent ways of working and by mistakes being an acceptable part of working life. Delegates will also learn about personal reflection skills and how these can improve wellbeing.

INTRODUCTION

This guide is designed for a manager or a facilitator to deliver a short workshop featuring videos from the Video Arts Wellbeing Essentials Series. Each video comes with a series of activities around the following structure:

LOOK – watch the video and reflect on the content and message.

THINK – activities and questions linking the video to their own experience and workplace

REMEMBER – a summary of the key learning points

Each section relating to the video will last around 15-25 minutes

PRACTISE – At the end of the series of videos there is a personal reflection exercise which will bring the learnings together.

FEATURED VIDEOS

- Don't spread the anxiety virus
- Show your vulnerabilities
- Transparency
- You can't force 'fun'

VIDEO 1 – DON'T SPREAD THE ANXIETY VIRUS

LOOK

THINK (15 minutes discussion)

When was the last time your mood was affected by the mood of someone else?

Reflect on this and make notes of when you were affected by someone else's mood.

Are there times you might be affecting the mood of others without realising that's what's happening?

This may be a challenging one for you to respond to. You may need to ask team members if they've experience this in you. If you do seek that feedback help them know it's about your professional development as a manager and understanding this will help you know how to be a better manager.

How can you let others know you need help with your work in a way which is calm?

You can use the STAR model for being clear on what help you need:

- Situation – what's happened?
- Task – what do you need help with?
- Action – what are you asking someone else to do for you?
- Result – How can you work collaboratively to achieve the result?

REMEMBER

- Emotions are contagious – anxiety especially so.
- Anxious thoughts more often get in the way of work than making it happen faster.
- Communicate urgency calmly, without spreading anxiety.

VIDEO 2 – SHOW YOUR VULNERABILITIES

LOOK

THINK (5 minutes)

Who do you know who is comfortable in letting others know when they're experiencing a difficulty or if they've failed at doing something?

What can you learn from that person? If they're a leader, how does this improve their perception as a leader? How do others respond to that person when they share things in this way?

PRACTISE (10 minutes personal exercise)

It's not necessary for you to disclose personal insecurities or failures. What's important about leading and managing others is to let them know sometimes mistakes happen, and when we learn from them, it helps make us better professionals. The important thing is to accept insecurities are still present even when you're practised at what you do.

To help this, answer the following questions by writing them down:

- What recent mistake at work made by you can you help others know happened?
- What was the impact of the mistake, and how did you rectify it?
- How does honesty at work help you be a better manager?
- How can team members safely let you know if they've made a mistake and how you'll support them with it?

REMEMBER

- Showing too much confidence will intimidate rather than inspire employees
- Be open with them about your insecurities and failures
- Encourage staff to act in the presence of insecurities, rather than trying to eliminate them first

VIDEO 3 – TRANSPARENCY

LOOK

THINK (10 minutes)

How do you regularly let team members know the decisions that are made about your organisation?

Team members appreciate having regular updates. This could take the form of quarterly updates, monthly newsletters or monthly team meetings.

How do team members know how the organisation is performing?

In what ways do you openly share about things like:

- Company results?
- Team performance?
- Customer feedback?
- Successes and failures?
- Senior leader perceptions of the team?

REMEMBER

- Transparent workplaces are high-morale workplaces
- When you're nearer the top of an organization, easy to assume other employees are as informed as you are.
- Be even more transparent about your company's plans than you think you need to be

VIDEO 4 – YOU CAN'T FORCE FUN

LOOK

THINK (5 minutes)

What was the last event you did as a team which was inclusive?

Team members appreciate that being 'social' with each other helps build connections with each other and their ability to create work-based friendships. How does this happen in ways which respect people's preferences and/or beliefs?

PRACTISE (team exercise)

In your next team meeting, ask team members what kind of activity they'd like to do which helps them build connections with others and build those work-based friendships. See what they come up with.

Provide guidance on the following:

- Make sure they're not indirectly putting people at discomfort due to the preference of the 'many' – e.g. not everyone is comfortable drinking alcohol as a social activity
- What kind of activities could people do which allows them to take part and doesn't force them to have fun?
- What kind of activities give people the option of taking part and for observing? Some people are comfortable with just observing and enjoying others have fun.
- Make sure people don't unwittingly discriminate against others due to their beliefs

REMEMBER

- Forced fun usually backfires – employees resent it
- Create opportunities for people to engage in what they find fun
- If in doubt, focus on giving people autonomy, not 'fungineering'

PRACTISE (personal reflection and wellbeing exercise)

This exercise will help you think about how you can improve your wellbeing.

Use the template below and make copies or create your own version. Try and do this for the next 30 days consecutively.

By doing this exercise you will build the ability to reflect and use this practise to improve your wellbeing.

Day 1	Notes
What was your day like today?	
What happened today which either made you feel good, or frustrated or annoyed you in some way?	
How did you deal with these feelings?	
Did others notice your feelings? If they did, did it negatively affect them?	
What did you learn about yourself today?	
How will this help you be a better manager?	

PLANNING
WORKSHOP GUIDE



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LEARNING OBJECTIVES

At the end of the session delegates will

INTRODUCTION

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PRACTISE – At the end of the series of videos there is a personal reflection exercise which will bring the learnings together.

FEATURED VIDEOS

- Celebrate small accomplishments
- The perils of over-planning
- The bias towards action

VIDEO 1 – CELEBRATE SMALL ACCOMPLISHMENTS

LOOK

THINK (10 minutes discussion)

What did that video make you think about how you approach your work?

Ask team members to share their thoughts and insights from the video.

What kinds of small accomplishments can you break your work into?

Ask team members to think about their bigger pieces of work. What small accomplishments could they break these down into? Are there 2 or 3 smaller accomplishments, which once achieved, would achieve the overall work?

PRACTISE (20 minute group exercise)

As a team, how could you openly share team member's accomplishments on a regular basis? Try and make them personal as opposed to generic 'team member of the month'. Try and get each person to share what they want their personal accomplishments to be and get team members to discuss how to praise that person for achieving their personal goals.

An activity like this helps build energy towards achieving those personal accomplishments. It will also be a useful way to engage teams and provide them with active support from team members in pursuit of their own goals as they're being openly shared with others.

REMEMBER

- Choose "process goals" over "outcome goals" – focusing only on a big distant goal means satisfaction is rare and short lived
- Break work into small accomplishments
- Keep a list to mark off each small win

VIDEO 2 – THE PERILS OF OVER-PLANNING

LOOK

THINK (10 minutes discussion)

What have you learned from that video that can help you in your work?

Ask team members to share their insights and discuss with each other what they learned from the video.

When is it worth developing full plans?

Help team members to understand that full plans are only needed for big projects. For most work needed to be done at work, a simple plan to get started is often enough, with additions and revisions done later.

What key information is needed for a simple plan?

Ask team members to brainstorm a list of the key information they'd need to have in order for a plan to be simple and enough to make a start.

REMEMBER

- Planning can be a sneaky form of procrastination
- Too much planning is a way of avoiding the fear of diving in
- Make the simplest plan required in order to make action possible, then act and revise as you go

VIDEO 3 – THE BIAS TOWARDS ACTION

LOOK

THINK (10 minutes discussion)

What does it mean to you to not regret making a decision?

Help team members to understand that if you were to look at the decisions you have to make and 6-7 out of 10 decisions were good ones, that's a significant number of good achievements.

How can we build confidence around making sure we make a decision which has a higher likelihood of resulting in a desired outcome?

Factors that can help with deciding on action involve:

- Doing some research to understand what's worked before and what hasn't
- Getting feedback from others about your intended action
- Having the boldness to just make a decision and see how it plays out

REMEMBER

- You regret the things you don't do, not the things you do
- Even if the things you decide to do turn out badly we tend to explain it away
- Don't fear making irreversible decisions: we tend to regret those ones less

PRACTISE (daily team exercise)

A powerful way to engage your team and help them put into practise the learnings from this series is to do this exercise each morning.

At the beginning of the day, ask everyone to come together in the office. Each person to answer the following two questions:

- Yesterday I achieved
- Today I'm going to achieve

When you first try this, people may be uncomfortable in doing this. What they'll quickly establish is that it's a highly positive and supportive way to share their small accomplishments and set tangible goals that they want to achieve at the end of each day. This will help team members feel that they are achieving things at work and hold them accountable to the team by openly sharing what they are saying they will achieve. It is highly supportive as team members are likely to collaborate and support each other in the achievement of their goals.

An alternative to this is to try start this once a week, and then move to a more regular way of doing the same.

PRACTICAL WELLBEING

WORKSHOP GUIDE



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LEARNING OBJECTIVES

At the end of the session delegates will develop a better appreciation and understanding of the importance of being well at work and the impact this has on productivity.

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PRACTISE – At the end of the series of videos there is a personal reflection exercise which will bring the learnings together.

FEATURED VIDEOS

- Multi-tasking
- The Cheese Sandwich Solution
- Get Physical

VIDEO 1 – MULTI-TASKING

LOOK

THINK (10 minutes discussion)

Why do we believe that we can multi-task and that it's an effective way to get work done?

Doing more than one thing at a time means we don't do either well, and our time and attention is divided. This doesn't help us get things done. It's far better to just focus on one piece of work and move on to the next either when it's complete, or when you need a break from it.

How can you plan your day so that you give dedicated time to different pieces of work?

Ask team members to plan out a better way for them to dedicate time in their calendars to complete the work they're tasked with. By setting ourselves time limits, we're better able to focus and achieve tasks as opposed to attempting to do multiple tasks at the same time.

REMEMBER

- Multi-tasking isn't a thing. It just means failing to do any one thing properly
- Switching back and forth between tasks has an "interruption cost" – it takes longer to get back to focus
- Focus on one task at a time, until it's complete, or you can make no more progress

VIDEO 2 – THE CHEESE SANDWICH SOLUTION

LOOK

THINK (10 minutes)

How do you feel when you're either hungry or tired?

Ask team members to share what they're like so others can have a better appreciation of how to support one another better. Also ask team members what they can do at work if they recognise that they're feeling the negative effects of being hungry or tired?

What healthy ways can the team support each other's eating habits at work?

Research has shown having easy access to water and fruit at work has a health benefit and is supportive of team members to feel productive and healthy at work. Eating sugary treats will have the effect of causing energy depletion, where nuts and fruit are healthier alternatives.

(Of course sugary treats are a good thing to enjoy, and it's more about a balance of food as opposed to an abundance of one!)

REMEMBER

- It's easy to overlook the simplest routes to happiness
- The simplest causes of unhappiness are physical: being hungry, tired, or needing exercise
- Keep a note on your desk or wall to remind yourself to ask the simplest questions, like 'am I hungry?'

VIDEO 3 – GET PHYSICAL

LOOK

THINK (10 minutes)

How can you be more physically active at work?

Being physically active doesn't mean you have to exercise. Walking is a great way to keep the body active. Maybe suggest that at lunch time each team member should have a 20 min break from their desk by going for a walk?

An alternative is to consider holding review meetings by going for a walk or sitting in the park. These alternative spaces can help people be physically active without exerting themselves.

What other ways could team members get involved in a team activity to improve physical activity?

See what ideas the team can come up with.

REMEMBER

- Just because the stress is in your head, that doesn't mean the solution is there, too
- The quickest route to happiness is often to change your physical situation
- Time in nature is priceless – even five minutes in the park has been shown to help

PRACTISE (1 hour exercise)

Remember, the key thing to this series is about personal wellbeing. We all have different capabilities when it comes to physical activity. Try this team exercise to see how the team respond.

Split the team into 3 groups.

Set the team a task to go out into the local area and do a 'treasure hunt'. The things they have to do are:

- Find out a historical fact about the local area (with photo of proof of their finding)
- Wherever they go, the team have to have walked at least 2,500 steps (most people have a smartphone or wearable device which can monitor this)
- Take a photo of something they didn't expect to enjoy about their local area
- Find out if there's a local charity that could do with some help from your team

The purpose of this exercise is to encourage the team to be out and doing some physical activity. It will provide a good way to engage with team members and help them build connections with one another.

When they are back from the exercise, you can ask them to share what they enjoyed about the activity and how they could plan to do more things in similar ways.

**TEAM WELLBEING FOR
MANAGERS**
WORKSHOP GUIDE



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LEARNING OBJECTIVES

At the end of the session delegates will understand how to give praise to team members, and the positive impact this has on wellbeing for the team. Team members will also develop a better appreciation of what motivates people and how to work on additional responsibilities for the benefit of the team.

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PRACTISE – At the end of the series of videos there is an exercise which will bring the learnings together.

FEATURED VIDEOS

- Reward people like grown-ups
- Embrace your introverts and pessimists
- Entrust people with big responsibilities

VIDEO 1 – REWARD PEOPLE LIKE GROWN-UPS

LOOK

THINK (5 minutes discussion)

What different ways can people be rewarded at work other than a bonus?

Ask team members to come up with ideas about how they could be rewarded for the work they do.

If possible ask them to watch the RSA Animate video with Dan Pink about the ‘surprising truth of what motivates us’ <https://www.youtube.com/watch?v=u6XAPnuFjJc>.

How can team members praise and recognise each other for a job well done?

Ask team members to reflect on what they do to praise each other when they’ve done a good job? How do they share their achievements and small accomplishments?

REMEMBER

- Reward people the way you’d like to be rewarded
- The best rewards can be non-physical, such as sincere praise
- The opportunity to work on an especially engaging project can be a highly motivating reward

VIDEO 2 – EMBRACE YOUR INTROVERTS AND PESSIMISTS

LOOK

THINK (10 minutes discussion)

What are some of the stereotypes we might assume about people who are introverts or pessimists?
Encourage team members to be open to sharing their stereotypes, and to then consider how unhelpful it is to think that introversion or pessimism are 'bad traits'.

How does introversion help in a team?

Ask the team to explore this question.

How does pessimism help in a team?

Ask the team to explore this question.

PRACTISE (20 minutes discussion)

We're not always one or the other. Sometimes people can feel full of energy and other times they need to be quiet and have some space from others.

As a team answer the following questions:

- Sometimes when I need to be quiet, this is how I behave...
- Sometimes when I am critical about an idea, I might be misunderstood because...
- Sometimes when there's a group consensus to do something and I feel pressured to take part, it makes me feel like this...

Ask each team member to answer these questions first in pairs, and then as a group.

The insights from this will help raise the awareness that sometimes extraversion can be helpful, and at other times we need to respect that some people may need some quiet time. It will also help to raise awareness that criticism isn't always personal even though we might see it that way.

REMEMBER

- We tend to assume a happy workplace means a workplace full of extraverts and optimists
- In fact, introverts and pessimists have a major role to play
- Pessimists help foresee and forestall problems; introverts are great listeners and thinkers

VIDEO 3 – ENTRUST PEOPLE WITH BIG RESPONSIBILITIES

LOOK

THINK (5 minutes)

What were some of your key insights from the video?

Be prepared as the manager that some of the team may feel that you act in some ways the Bad Manager acts. If that's the case, you'll need to be open to hearing their feedback and not being defensive.

Ask the team to talk about what they learned and what they think could be done differently about how they approach the work they do.

PRACTISE (10 mins brainstorm)

Most teams face the challenge that not all of their processes and procedures are as efficient as they can be. What additional responsibility could each team member take to improve the efficiency of the team?

Ask the team to discuss and come up with ideas around this they can make happen. Do this in the style of a brainstorm. Remember the following guidelines for brainstorming:

- List out all ideas
- Don't criticise any
- Encourage everyone to contribute

Once you have a list, prioritise and invite people to commit to doing different ones (you may find some ideas require two or more people to complete them)

REMEMBER

- The best way to make people happy at work is to make their work meaningful
- Entrust people with slightly bigger responsibilities than they seem might feel ready for
- Resist the urge to monitor their progress obsessively

PRACTISE (20 mins exercise)

This exercise will help to share praise amongst team members and provide a structure for how to do this.

Print out the below template and ask each team member to do this for at least 3 other people in the team. Once they've completed the template, they should use it as a basis for discussion with that team member.

Praise exercise

Name	
What did they do that you think is worth praising?	
What was the positive impact of their action?	
Why do you appreciate what they did?	
What useful insight could you share with others because of what they did?	

CRITICISM AND FAILURE

WORKSHOP GUIDE



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LEARNING OBJECTIVES

At the end of the session delegates should have an increased understanding of how criticism and failure can be helpful to improving performance, and how to carry out self-reflection practise.

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REMEMBER – a summary of the key learning points

Each section relating to the video will last around 15 minutes

PRACTISE – At the end of the series of videos there is a 30 minute practical training exercise which will bring the learnings together. Delegates should be encouraged to record any personal development actions on their Personal Action Plan sheet.

FEATURED VIDEOS

- Embracing Failure
- Fire your inner critic
- Be kind to yourself

FILM 1 – EMBRACING FAILURE

LOOK (play video, 3 minutes)

THINK (discussion)

Is it possible to see failure as a helpful way to grow and develop yourself?

Yes, it is. Many successful people had to develop many versions before they got to a 'final product'.

How could it help you to see failures and mistakes as an acceptable part of working life?

It is likely to cultivate an environment where colleagues are trusted for the work they do as there are no unreasonable expectations that work will be 100% correct all of the time.

In what ways could we improve current working practises in the team so that failures and deliberate imperfections are seen as positives to learn from?

PRACTISE (recap, 2 minutes)

On a piece of flipchart paper, and create three columns. Write at the top three headings for each of the columns.

- Recent failure / mistake
- Impact it had
- Key learning

Give each team member post it notes and ask them to individually complete a row of answers. For example, it could read as:

- Recent failure / mistake – I sent an email to a client with incorrect information about their policy.
- Impact it had – They rang the office confused about the incorrect information. I had to investigate and provide a corrected letter.
- Key learning – Sometimes I can miss the importance of checking fine details.

Ask each team member to place these on to the flipchart. Engage in an open discussion about what this helps them to be comfortable with. Also acknowledge the discomfort this may cause and that it is acceptable to have open and honest discussions in this way, otherwise the performance of the team can't be improved. By engaging with the team in this way you will cultivate an environment of trust and for team members to be comfortable in admitting mistakes if and when they occur.

This practise exercise should enable team members to understand the importance of accepting that mistakes can happen and that deliberate imperfections are ok.

FILM 2 – FIRE YOUR INNER CRITIC!

LOOK (play video, 3 minutes)

THINK (10 minutes discussion)

When was the last time you allowed your inner critic to negatively influence a decision you made?

You may need to volunteer an answer yourself in order to help others feel it is acceptable to talk about things like this.

Who has any good techniques they use for not listening to their inner critic?

Invite team members to share their good practise with others, or reflect on how they could silence their inner critic.

REMEMBER

- We all have an inner critical voice, but we don't have to follow its instructions
- Treat your inner critic like a toddler or an amusing friend, not as a boss you must obey
- Personify your inner critic: give him or her a name, so it won't be a god-like "voice of truth" anymore

FILM 3 – BE KIND TO YOURSELF

LOOK (play video, 3 minutes)

THINK (10 minutes discussion)

Do you recognise any of those behaviours or that thinking in yourself?

This reflection exercise is helpful for the group to safely think about how they might have unreal expectations of themselves, and possibly of others.

Next time you catch yourself in some self-criticism, how could you be kind to yourself instead?

This is a personal reflective question. Encourage team members to think about options like:

- Go for a walk and talk to someone
- Commit to treating yourself at the end of the day
- Spend up to 20 minutes doing something you enjoy like reading a book or catching up on a favourite programme

REMEMBER

- We treat ourselves in ways we'd never treat another colleague
- Catch yourself in the act of self-criticism, and be friendly instead
- It is not self-indulgent to treat yourself well.

CRITICISM AND FAILURE – GROUP EXERCISE

In this exercise, team members will develop ways to accept failure as a regular part of working and build confidence to share experiences with one another.

Hand out the exercise worksheet to each team member and ask them to take up to ten minutes to complete it.

Once completed, ask them to take a team member through their answers. This should last for about 5-10 minutes.

After everyone is done, ask each pair what they found useful about completing the worksheet and what was useful about sharing what they wrote with team members.

When each pair has had a chance to share and discuss, ask the following question to the team as a whole: What have we learned as a team, and how can we do more useful things like this on a regular basis?

This group exercise should help to cultivate a sense of acceptance that making mistakes is part of working life and there are positive and healthy ways to be able to deal with negative thoughts.

EMOTIONS VERSUS EVIDENCE

WORKSHOP GUIDE



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LEARNING OBJECTIVES

At the end of the session delegates should have an increased understanding of how to build personal strategies to deal with negative thinking, building better empathy with colleagues and not falling foul of biases.

Delegates will also learn how to keep a sense of perspective and develop their empathy skills.

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FEATURED VIDEOS

- Keep a sense of perspective
- Empathy
- The worst-case scenario
- Mind reading

VIDEO 1 – KEEP A SENSE OF PERSPECTIVE

LOOK (play video, 2 minutes)

THINK (10 minutes discussion)

When was the last time you thought something was going to be worse than it was?

Encourage team members to acknowledge that sometimes we can all be guilty of catastrophizing and making things worse in our heads than the reality.

How do you deal with negative thoughts like this? What works for you?

Help the team to share some of their own techniques for not letting things get out of hand in their minds.

REMEMBER

- Sometimes we catastrophise: if something goes slightly wrong, we assume everything's gone terribly wrong.
- Recall previous occasions when you catastrophized, and remember that a catastrophe didn't automatically follow.
- Ask yourself how you will feel about it 10 minutes from now? 10 months from now? 10 years from now?

VIDEO 2 – EMPATHY

LOOK

THINK (15 minutes discussion)

What assumptions do you make of other people when you forget to be empathetic or are annoyed or distracted at something unrelated to that person?

Start by sharing some instances when you make assumptions of others. What was the impact of these assumptions? How did you overcome them?

What kind of stereotypes might you be drawing on when making these assumptions?

Help team members to know we all find it easy to draw on stereotypes and it requires empathy to overcome our initial reactions to people.

What things are likely to cause you to get upset and therefore have less capacity to have empathy with others?

This may be a hard question for some to answer. Sometimes we're unaware what might be affecting us. Things like how tired we are, if our eating is erratic, an argument at home or with loved ones, if someone annoyed us on our commute. It's important to let team members know it's ok to feel 'out of sorts' and to understand that such feelings can impact on how we have empathy with others.

REMEMBER

- It's harder to be enraged by annoying colleagues when you stop to consider why they're behaving like that
- Beliefs, not events, cause distress: figure out which beliefs are getting you upset
- Recall the last time you behaved badly, and remember your reasons (tiredness, stress, etc)

VIDEO 3 – THE WORST-CASE SCENARIO

LOOK

THINK (5 minutes discussion)

Have you tried being positive about an upcoming potentially stressful situation? What do you think about reversing that thinking and considering what could go wrong?

Encourage a conversation with team members on what they think about changing their thinking to plan for the worst-case scenario.

PRACTISE (20 mins group exercise)

Ask the group to think of an upcoming piece of work. First ask how they're feeling about completing it? Then ask them to take some time and write down a list of things that could possibly go wrong and make sure they number each one. Once they've written the list, ask them to consider how they'd react or respond against each number if that actually occurred.

This exercise should help team members realise that planning for the worst-case scenario can be helpful in dealing with any anxiety or stress they may be experiencing or have experienced before but didn't know how to deal with these feelings. It will also help team members understand they can build their resilience by taking some time to plan in healthy ways about their work.

REMEMBER

- Instead of “looking on the bright side”, try asking “what’s the worst that could happen?”
- Understand that in almost all cases, you could cope with the worst-case scenario if it occurred

VIDEO 4 – MIND READING

LOOK

THINK (20 minutes discussion and research)

What assumptions do you think people make of you at work? Why do you think those things? How could you find out what people actually think of you at work?

We often make assumptions about other people and what they ‘must’ think of us. It’s something called ‘confirmation bias’. We believe something and then only pay attention to the things that ‘confirm’ what we believe, despite alternate evidence being available.

What other forms of bias do you think we can fall foul of?

Ask team members to do a bit of research and reading about bias and share their findings with others. This will help raise awareness that sometimes we think things that aren’t founded on reality, and we can end up acting in ways which are unhelpful to us and to others.

REMEMBER

- If you think people have negative views of you, it’s easy to find ‘evidence’ of that
- Don’t let a lack of confidence lead you to read things the wrong way
- Ask for feedback regularly (but not compulsively)

PRACTICE (25 mins discussion)

For this exercise you'll need to split your team into two. Hand the first group Box A. Hand the second group Box B. They both describe a fictional character, 'Theresa'. Box A describes her favourably, and Box B describes her with some character flaws. Both boxes describe a recent mistake made she delivered.

Read out 'Theresa makes a mistake' to the group. Read it in a pacy fashion so that it takes no more than a couple of minutes to recount the story.

Once you've read the story, ask the 'questions to explore' with the team.

This exercise will help to raise awareness that depending on the information we have available to us we are easily lead into a line of thinking which can be hard to verify or protect against ourselves. Our biases and unhelpful thinking can lead us to make poor decisions and ignore things that are in front of us.

Theresa makes a mistake.

On a recent project, Theresa was working on a project where she had to provide her client, a glass manufacturing company with benchmarked data about the cost of materials. She was given 3 weeks to do it in, and her manager made it clear that she was responsible for getting the job done on time.

In her first week of working on the data she needed, she ended up also helping a colleague complete some of their work. This was a colleague with whom she had a misunderstanding previously and she wants to re-build those bridges. She was able to provide help and her colleague completed their work.

This distraction caused Theresa to collect the wrong data she required. Her initial analysis showed data for the cost of materials for the year 2014, and she didn't search for 2016 data. In her report, she suggested the client not change their supplier as it wasn't going to be cost effective. It turns out this was the wrong suggestion to have made, and had the client made a decision to change supplier, they could have made cost savings of £250,000.

To the fortune of the client, no contract was signed with their current supplier to continue the contract and they were able to change within a short period of time. This mistake marked badly against Theresa, and a team member was added to her client group to ensure mistakes like that didn't happen again.

Questions to explore:

What do you believe about how Theresa acted and the mistake she made?

Where's the evidence for your belief?

Those who had Box A, what stereotypes did you draw on about Theresa?

Same question for those who had Box B.

How could you find out what Theresa's experience of the situation was? What would this help you to know?

GETTING STUFF DONE

WORKSHOP GUIDE



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LEARNING OBJECTIVES

At the end of the session delegates will be able to identify what patterns of working are best for them, and how to focus on a few important actions in a day to achieve results.

INTRODUCTION

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LOOK - watch the video and reflect on the content and message.

THINK - activities and questions linking the video to their own experience and workplace.

REMEMBER - a summary of the key learning points.

Each section relating to the video will last around 15 minutes

PRACTISE – At the end of the series of videos there is a 30 minute practical training exercise which will bring the learnings together.

FEATURED VIDEOS

- You don't have to feel like it (motivation follows action)
- Don't confuse effort with results
- The first hour of the day

VIDEO 1 – YOU DON'T HAVE TO 'FEEL LIKE IT' (MOTIVATION WILL FOLLOW ACTION)

LOOK

THINK (5 minutes discussion)

What was the last thing you promised yourself you were going to start but just needed to wait until the right moment or you had the right motivation?

Have some fun with this one and encourage team members to share about things like broken New Year's resolutions or personal projects that never got started.

PRACTISE (5 minutes group exercise)

Ask team members to get into small groups of 3 or 4. Ask them to discuss with each other ways they can support each other to just make a start on the work they need to do. Share with the group the different options people have discussed and commit to putting these into action.

You're more likely to do the actions if you have someone with you helping you make a start. It's the same principle as co-working on a project. With the support of a colleague, you're more likely to get a start on it and also complete it.

REMEMBER

- We tell ourselves that we need to be in the right mindset to work, but actually that makes it harder.
- Remind yourself that you don't need to "feel like" doing something. You just need to take the relevant actions!
- Motivation will usually follow action, so you'll end up in the right mindset anyway.

VIDEO 2 – DON'T CONFUSE EFFORT WITH RESULTS

LOOK

THINK (10 minutes discussion)

How practical is it to focus on a few things in your day as opposed to a list of things?

Some team members may feel that they're not being productive 'enough'. The challenge with this kind of thinking is you end up being exhausted at the end of the day and not in a healthy way. It's good to feel like you've achieved things, and it's better to be focused about your goals as opposed to trying to achieve too much.

When are your most productive times of the day? Can you adjust your work so that you do your best work at those time?

Often we have the autonomy to decide the order in which work gets done as long as we achieve our deadlines. We all have different 'optimum' times of the day when we can do high quality work, and times of the day when we can focus on less important tasks like answering emails.

REMEMBER

- You are not a machine. A tiring day does not mean a good day.
- Focus on results: define the most important three results for your day, and do them in the times you are naturally most productive. The rest of the day is for lesser tasks.
- Take regular breaks, especially in stressful periods.

VIDEO 3 – THE FIRST HOUR OF THE DAY

LOOK

THINK (5 minutes discussion)

What could you spend the first hour of your day at work focused on? What would that help you achieve?

Get team members to think about their workloads and consider which tasks they could do at the beginning of the day and commit to not being distracted.

REMEMBER

- How you spend the first hour determines your momentum for the rest of the day
- Use the first hour for a challenging project
- Don't check messages until the first hour is complete

PRACTISE (20 minutes discussion)

Pass out post it notes to each team member. They have to come up with ideas about how to develop work based practice so that they can put into place some of the key learnings and insights from this session. Ask them to write down one idea per post it note.

Collect the post it notes together and place them against a wall or in the middle of the table. Group together the ones that make sense. These will form the basis of the core ideas that team members are trying to convey.

Once you have these core ideas, develop each group of post it notes into a clear action that can be done.

For example, you may have a group of post it notes representing an idea like “dedicated quiet time”. You make this into an action by defining clearly what that means in practice. It could mean “Every day at the start of the day, everyone is allowed to focus on their core project for one hour. No one is required to answer emails nor distract one another unless it’s related to the project.”

Developing work based practice in this way will engage your team members and help them feel that they are making valued contributions to the efficiency of the workplace. It will also help them feel supported by other team members and valued by managers.

HAPPINESS HABITS

WORKSHOP GUIDE



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LEARNING OBJECTIVES

At the end of the session delegates will have a better understanding of the importance of daily self-reflection and how building on strengths is a better indicator of being happy at work than 'fixing weaknesses'.

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THINK - activities and questions linking the video to their own experience and workplace.

REMEMBER - a summary of the key learning points.

Each section relating to the video will last around 15 minutes

PRACTISE – At the end of the series of videos there is a 30 minute practical training exercise which will bring the learnings together.

FEATURED VIDEOS

- Gratitude
- The power of ritual
- Memento mori
- Keep learning

VIDEO 1 – GRATITUDE

LOOK

THINK (5 minutes discussion)

What do you think you take for granted most days?

This is a potentially challenging question for some team members as it requires trust in the team to talk with one another. Encourage others to respond by sharing an insight from yourself. It doesn't have to be particularly deep, but it should be honest and genuine.

PRACTISE (5 minutes group exercise)

To help build our wellbeing, we can build a daily practise of creating a journal of the good things that happened that day. For most of us, we can reflect on the day and remember at least three good things that happened. The more we can make this a regular practise, the stronger our resilience as we develop a healthy balance of what's going well when we may sometimes feel that things aren't going so well.

Start by thinking back to yesterday and writing down the three good things that happened over the day. They could be as simple as 'I watched an enjoyable TV show, to something like 'had a good session at the gym', to 'enjoyed a good meal with a friend'. On Twitter, there is a hashtag called #3goodthings which people could look at to see what people share about their days.

REMEMBER

- It's easy to get acclimatized to the good things in life and only see the bad things
- Think about (or better, write down) three things each day for which you're grateful
- Don't forget the tiny things. Yes, it might be your children but it could just be a cup of coffee

VIDEO 2 – THE POWER OF RITUAL

LOOK

THINK (10 minutes discussion)

What ‘rituals’ do you do each day that help you be happy when you do it?

It could be things like:

- Listening to the radio when having my breakfast in the morning
- Seeing the kids before I leave for work
- Saying good morning to the newsagent owner each day
- Thanking the security guard for opening the door for me every day

What work rituals do you have that others may not know about?

When team members share things like this it helps create a better sense of empathy with others and also cultivates a better sense of team belonging. Others will also then know to look out for these rituals and often encourage you to keep doing them as they know it makes you happy.

REMEMBER

- Rituals make happiness-promoting behaviour automatic
- If a specific daily activity helps your happiness, resolve to do it at the same time each day
- Use a “shutdown routine” so you can leave work feeling good

VIDEO 3 – MEMENTO MORI

LOOK

THINK (5 minutes discussion)

What's on your bucket list?

Your team members can have some fun with this one. Ask them to share their top 5 things they want to do in their life.

REMEMBER

- Remember the average human lifespan is about 4000 weeks. Make yours count!
- Carry a 'memento mori' – a small object to remind you of mortality whenever you see it or feel it in your pocket
- Make choices by asking how you'd like to be remembered at your own funeral

VIDEO 4 – KEEP LEARNING

LOOK

THINK (10 minutes discussion)

What are your strengths? What are the things you're really good at doing at work?

Most people aren't asked this at work. They think they just have to do what's required of them. Helping team members to think about their strengths will help them to consider how they use these at work.

How do you share new knowledge and insights with other team members?

Are your team meetings just focused on work? What else could you discuss in team meetings to share knowledge and insights with others?

REMEMBER

- Find ways to learn and develop, whether it's workplace training or learning a language
- Build on existing strengths, more than trying to "fix" your weaknesses
- Follow your natural curiosity – it's a better motivator than 'what will help my career?'

PRACTISE (20 minutes discussion)

This exercise will help team members focus more on understanding their strengths and how they can develop these in different ways.

First ask team members to make a list of skills that help them be effective in their work.

Then ask them to write a list of skills they personally have that help them be their best.

Ask them to compare the two lists and discuss with a partner.

This should start to create some initial awareness that sometimes the skills needed to do their job (e.g. filing and administration) aren't necessarily the same as their personal strengths (organising events and planning).

Next, ask them to consider how their personal strengths could be used to make them more effective in the work they do.

This may be a bit challenging for some people as they may realise that their personal strengths do not match against the skills for the job. That's ok, and what they should focus on is how to build strengths in their jobs for the skills that they can.

For others, they'll see connections almost immediately. For example as above, if someone has a strength in organising events and planning, and important part of that is the logistics and clear process or procedure. By ensuring there are good filing and administration processes in place, it will help that person use their strength for planning.

In the workplace, we don't often talk about strengths. By doing this we can build supportive and inclusive environments where people feel valued for their personal strengths because it helps the team to achieve more.

INSIDE YOUR HEAD

WORKSHOP GUIDE



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LEARNING OBJECTIVES

At the end of the session delegates will understand the impact of emotions on ability to pay attention at work. They will also understand how to accept emotions that may be distracting them and help themselves develop their ability to manage their emotions in useful and helpful ways.

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PRACTISE – At the end of the series of videos there is a 20 minute practical training exercise which will bring the learnings together.

FEATURED VIDEOS

- Don't compare your insides to other people's outsides
- Just don't think about it! (The backfire effect)
- You are not your emotions
- Get everything out of your head

VIDEO 1 – DON'T COMPARE YOUR INSIDES TO OTHER PEOPLE'S OUTSIDES

LOOK

THINK (5 minutes discussion)

What are the different ways we end up unfairly comparing ourselves to others?

You could capture this by writing on a flipchart in the form of a simple list, or just ask team members to share their thoughts and insights as they have them.

If you look at your closest friends, what do you think they would say about you and your life?

We all make assumptions and have perceptions of others which we compare ourselves to. Even when we know others well, it's still easy to make those assumptions and have certain perceptions.

How does social media colour that perception we have of others?

As interesting as it can be to see what people share on their social media, we must remember that it is only highlights people share. Most don't share the struggles they face or anything overly negative beyond frustrations and annoyances.

REMEMBER

- We only have access to our own monologue of worry and self-criticism
- We compare the daily reality of our lives to the highlight reels of other people's lives
- You're almost certainly coming across as more confident than you imagine

VIDEO 2 – JUST DON'T THINK ABOUT IT! (THE BACKFIRE EFFECT)

LOOK

THINK (5 mins)

When was the last time you tried not to think about something and you couldn't shake it?

What did that do to their productivity or what they were trying to achieve?

PRACTISE (5 mins)

Next time you're caught by a negative thought, don't try and ignore it. Instead, accept it and ask yourself these questions:

- How is this thought making me feel?
- Is there something I need to do about it right now?
- Is it something I need to discuss with someone urgently or can it wait until I'm done with my work?
- Is this a thought I've had before? Is there a pattern to this kind of thinking?

It might help to try and answer these questions either by writing them down in a journal, or taking about 10 minutes to reflect on them.

REMEMBER

- You can't just push thoughts out of your head – indeed, that usually makes them worse
- Realise that a thought is not a problem: you don't have to believe it or act on it
- The less you fight thoughts, the more likely the distressing ones will float away of their own accord

VIDEO 3 – YOU ARE NOT YOUR EMOTIONS

LOOK

THINK (10 minutes discussion)

When you're in a bit of a 'funk', what do you do to help yourself deal with those emotions?

We all have different ways of dealing with negative emotions. The important thing is to recognise that emotions aren't 'negative' or 'positive'. They help us know about how something is affecting us, and we should acknowledge those feelings. By doing this, we build our wellbeing because we accept our emotions are a part of how we get on day to day.

In the film 'Inside Out', the characters are human emotions. How is this a helpful way of understanding the influence our emotions have on our behaviours?

Emotions can 'override' rational thinking because they're helping us deal with something immediate and pressing. When we recognise an emotion is affecting us, is when we can choose to act on it, or choose to deal with it in a different and more helpful way.

REMEMBER

- Your emotions aren't "you", even though it's easy to assume they are
- Think of emotions like weather: you don't need to make the rain go away, it clears up on its own
- Try labelling your negative emotions mentally as they arise – "stress", "sadness" etc

VIDEO 4 – GET EVERYTHING OUT OF YOUR HEAD

LOOK

THINK (10 minutes discussion)

How do you make best use of notes or lists?

As useful as note taking and lists are, we all use them in different ways. Get team members to share how they do this and what ‘tools’ they use (e.g. notepad, an app, on their PC).

PRACTISE (5 minutes)

Think about an upcoming piece of work you have to do and answer the following questions:

- Were there any details about the work you were told but forgot to make notes about?
- Have you thought of all the different things you need to do to make sure it’s a good piece of work?
- Do you have clarity on things like deadlines and expectations?

This short exercise will help team members to appreciate the benefit and value of writing notes and how they can help with project / work planning.

REMEMBER

- The human mind is a marvel, but it’s a terrible device for storing all the things you’ve got on your plate
- If you rely on your mind, you’ll be constantly stressed by the worry that you’re forgetting something crucial
- Making a list on paper can bring immediate relief from stress, even before you’ve tackled any of the tasks

PRACTISE (20 mins pairs exercise)

For this exercise, split your team into pairs, so everyone has a partner. Ask them to decide who will be partner A and who will be partner B.

Give partner A the instructions below, and give partner B their instructions.

Make sure each partner has an additional piece of paper to write on as they're going to be tasked with making notes of a list of requirements for party planning.

The purpose of this exercise is to show the impact of emotions and how it affects our attention and can distract us when needing to make detailed notes.

(As a fun piece, you can ask the team members to share how accurate their lists are.)

Once the task is done, ask the team members the following questions:

- How did the story affect your attention?
- Were there elements of the story that distracted you?
- How accurate was your list?
- What did you learn about the impact of emotions on your ability to pay attention?

Partner A instructions

Your task is to read out a set of requirements to your partner about an upcoming party.

Before you read out the requirements, tell your partner a story about something funny that happened in the last couple of days. Your story shouldn't take more than a 1 minute to tell.

Once you've told your story, let your partner know you're about to read out the requirements. When you read it out, try and read it quickly so it takes no more than about 15 seconds to read it out.

They have to make a note of the list and recount it back to you. Compare to see how accurate the list is.

Party requirements

- Food needed for 15 people
- 3 of those have gluten intolerance
- There needs to be 1/3 meat options, 1/3 fish options and 1/3 vegetarian options
- 5 cans of Coke, 4 cans of Sprite, 2 cans of Tizer and 4 cans of Pepsi
- Party is from 2pm-4pm and if everyone arrives at 14:01 they cannot enter

Partner B instructions

Your task is to read out a set of requirements to your partner about an upcoming party.

Before you read out the requirements, tell your partner a story about something annoying that happened in the last couple of days. Your story shouldn't take more than a 1 minute to tell.

Once you've told your story, let your partner know you're about to read out the instructions. When you read it out, try and read it quickly so it takes no more than about 15 seconds to read it out.

They have to make a note of the list and recount it back to you. Compare to see how accurate the list is.

Party requirements

- Pizza needed for 23 people
- 4 will only eat pepperoni toppings
- 16 will only eat a stuffed crust
- 12 will only eat with garlic bread as a side
- 22 all want their own sauce
- 6 want just sweetcorn
- 11 want extra mozzarella