



Manager-Employee Relationships:

Embracing change with the well-being conversation



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Change has been around forever. But now, change itself has changed. Compared to previous years and eras, we now live and work with increased amounts of change, increased rate of change, and increased uncertainty.

This new situation has been defined as **disruptive change**. And its impact on the workplace is much greater than the impact of previous types of change.

“As a result [of disruptive change], there’s a growing gap between the amount, rate and complexity of change and our human capacity to keep up.”

Professor John Kotter, 2022

How can you help employees manage disruptive change?

In her Psychology of Change webinar, Dr. Rachel Cubas-Wilkinson, Head of Consultancy in US Professional Services at The Myers-Briggs Company, identifies four factors that impact on the human capacity for change. They are:

1. Uncertainty
2. Burnout
3. Well-being challenges
4. Change fatigue

In this short guide, we'll help you get started with **#3: well-being**.



Why well-being?

Research by The Myers-Briggs Company found that manager-employee relationships have the greatest effect on an employee's well-being.

In fact, **developing human-centred leaders and talking positively about mental health have a disproportionate positive impact** on well-being (Bersin, 2021).

By having a well-being check-in with your employees, you:

- Show you value them as a person and an employee.
- Provide an opportunity to enhance what supports their well-being at work.
- Can respond to what might decrease their well-being at work.

People will differ in how much they feel comfortable sharing with managers. And that's OK. The important part is to genuinely ask about well-being.

Here are some suggestions, written with input from our experts, for starting a well-being conversation safely and constructively.



Tip: It's important to be both supportive and curious when asking a person about their well-being. This means going beyond the typical "How are you?" question. Using follow-up questions like, "How have things been going for you with work today/this week?" or "What have you been enjoying at work today/this week?" provides more opportunity for your colleague to share.



Topics and questions to help you get started



Positive work experiences

Enquire what has been a positive aspect for the person in their day/week.

“What has been a highlight for you today/this week?”

“What went well and what’s made work enjoyable for you?”



Supportive relationships

Learn about the relationships that matter at work.

“Who have you enjoyed working with this week?”

“How did they help you with your work?”

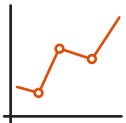


Talents and strengths

Help them share how they use their strengths in their work.

“What skills, talents or strengths are you currently using in your work?”

“What do you look forward to doing most in your work?”



Achieving and progressing

Discover where they experience accomplishment.

“What are you pleased you achieved or completed this week?”

“How did achieving this make you feel about your work?”



Connecting with meaning

Help them connect with what they find meaningful in their work.

“How does what you do at work help you and others?”



Difficulty getting started?

If the above conversation points feel uncomfortable, or you don't feel like you have a good enough relationship with your direct reports to have the well-being conversation, you may want to consider tools to improve the relationship and communication. Here's what we'd recommend:

- 1. [FIRO Business Personality Assessment](#)** - Based on social need theory, the FIRO Business facilitates behavioral change by providing insight into people's working relationships. FIRO Business results provide crucial data on how people tend to behave toward others and how they want others to behave toward them. This information can be used to help people improve interpersonal communication skills and address issues and potential misunderstandings with co-workers.
- 2. [MBTI Essentials + Enhancing Communication Virtual Workshop](#)** - Effective communication is at the heart of high-performing teams and organizations. In this workshop, participants are introduced to the Myers-Briggs® personality framework and learn how they can collaborate with others more effectively by understanding and appreciating personality differences. Then the enhancing communication workshop helps participants explore how their MBTI preferences influence their communication style. They also learn how to leverage those insights to improve both personal communication effectiveness and collaboration with others..



BONUS:

How can I improve a co-worker's well-being?

Remember, asking about well-being doesn't mean you are responsible for every concern they share.

The most helpful thing anyone can do to respond to concerns is to first **acknowledge what is affecting their well-being**. Then help them find ways or other people, such as mental health professionals, to address their situation. **Following up** with your co-worker also demonstrates you see their well-being as important.

How often should I check-in with my co-workers?

Allowing time and space for well-being check-in chats with co-workers is essential. While you can make these check-ins part of a **regular meeting or review**, it can be easier to make **less formal** opportunities to ask about your co-workers their well-being. So, think about how you can most comfortably learn and share your experiences.



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In our fast-changing world, your edge lies in harnessing 100 percent of your talent – whether you're at work, home, college, or anywhere in between. Your success and sense of fulfillment aren't just about what you know and what you can do, they hinge on your relationships and interactions with others.

The Myers-Briggs Company empowers individuals to be the best versions of themselves by enriching self-awareness and their understanding of others. We help organizations around the world improve teamwork and collaboration, develop inspirational leaders, foster diversity, and solve their most complex people challenges.

As a Certified B Corporation®, The Myers-Briggs Company is a force for good. Our powerfully practical solutions are grounded in a deep understanding of the significant social and technological trends that affect people and organizations.

With over 60 years in assessment development and publishing, and over 30 years of consultancy and training expertise, a global network of offices, partners and certified independent consultants in 115 countries, products in 29 languages, and experience working with 88 of the Fortune 100 companies, we're ready to help you succeed.

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