This is the second edition of the Zoios Leadership Playbook.

The first edition was published in 2022, and this second edition was written and finalized in the summer of 2023.

Numerous authors have come together, with their personal knowledge and experience, to create this playbook for leaders. We acknowledge the huge responsibility of being a leader to others.

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ZOIOS

Leadership Playbook

Tools and frameworks to be a great people leader.

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There are seven chapters within the book containing several deep dives into the eight well-being drivers, the four 1:1 conversations, or the seven personality archetypes. Use this overview to find the fitting page you need to support your people leadership.

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FOREWORD

Purposeful playbook.

The prerequisite for genuine people leaders.



Preface by Rasmus Schmiegelow
Co-founder of Goodiebox & Founder of Comme Deux.
Follow on in

Great people leaders.

Outstanding leadership essentially requires two things:

1. Being a solid business leader.
2. Being a genuine people leader.

This playbook is the prerequisite for the latter.

Zoios first helps your company gather enough people data for the foundation. Then, it is up to the leaders to use this data for better leadership. But it is tricky. How do you understand the data? How do you facilitate Zoios results in your team and 1:1 conversations? And when it comes down to it: Which initiatives should you implement to create a culture where people enjoy their working life and trust the people they work with, including the leaders?

Your company is already surveying your employees frequently. It is up to you to accommodate this and do something to meet your employees' needs. Otherwise, it is just a waste of time for everyone.

Use this book to ensure your employees don't find the survey meaningless and show that their input is valuable and needed for your company.

At Goodiebox, it is an absolute no-brainer that the leaders use Zoios properly. Because we will never be able to reach our company's or our employees' potential without the employees feeling engaged, empowered, and trusted.

Our employees' well-being is a key focus area. And you should have the same focus if you want to become a genuine people leader.

Enjoy the reading.



CHAPTER ONE

Zoios in a nutshell.

How to win after the third revolution.

The third revolution.

There have arguably been three organizational revolutions.

For approximately 10.000 years, people were farmers, but then the Industrial Revolution changed most societies to factories where mechanized production and new manufacturing processes innovated the world.

The second revolution emerged in the 20th century when we moved from the factories into offices, shifting towards a service-based economy.

The most recent revolution stems from a combination of digitalization and globalization. Still, the big catalyst was Covid-19, which forced an experiment of remote work that would otherwise have happened slowly and organically. Combined with the emergence of AI, organizations are undergoing more change these years than they usually have in half a century.

The pace of change in organizations, workplace culture, and leadership is dramatic, and it's likely that in 50 years... we'll look back at this decade as one of the most decisive in terms of change. We're in the eye of the hurricane.

But how can we really keep up? Should we change as the world changes? Can data and technology support us on this journey?

Confucius once said:

"To know that we know what we know, and that we do not know what we do not know, that is true knowledge."

Structured data lead to much greater accuracy in predicting widely valued outcomes such as job performance, stress, or employee well-being.

Imagine that you had near real-time insights into the well-being of your team, seeing challenges in advance before they turn into problems, getting concrete recommendations on how to build everything from onboarding and development plans, questions to ask in 1:1s and how to structure processes for your team to set them up for success.

That's the future we're building for you, but it's only possible because we have a clear vision shaped by our urge to make a social impact.

Now onto explaining the three key dynamics.

1. The need for real-time insights.

The accelerating pace of change has profound implications for leadership. Leaders are now expected to be managers and visionaries who can anticipate and navigate change. They must foster innovation and learning cultures, promote resilience, and lead their organizations through constant turbulence and uncertainty.

Similarly, organizational structures and corporate cultures are evolving at a faster pace. Traditional hierarchical structures give way to more fluid, team-based structures that foster innovation and adaptability. Once considered unusual, concepts such as remote work and flexible work arrangements have become mainstream, transforming how organizations operate, and employees work.

Finally, this fast-paced change is altering the very nature of markets. With disruptive innovation, startups can swiftly dethrone established market leaders. Business success increasingly relies on anticipating change, adapting quickly, and continually innovating. In this dynamic environment, the only constant is change, and the ability to manage this change effectively is becoming a critical determinant of success. It's always been like this, but the pace has not.

The world is experiencing an unprecedented rate of change. That's why we need data to inform quality decision-making, inspire the right conversations and ensure the proper prioritization of our time and efforts.

2. Our shared consciousness.

Many companies design their own data, method, and questions. Those companies are instantly on their own.

No other companies have experiences you can learn from, lean on, or use for interpreting data, insights, and results.

Zoios is a shared consciousness. All data is structured, contextualized, benchmarked, understood, categorized, and tracked recurringly in 40 countries across various sectors and industries in various organizations.

> *Instead of being in the dark, we actually know whether a score is good or bad, what it means, how to interpret the results, and positively impact it moving forward.*

Your individual data is never shared, and the platform is anonymous, but every company doesn't have to learn everything for themselves. Everyone inside the platform is gaining an advantage over those outside the platform.

3. Actions are what matters.

The greatest data in the world or even the most impeccable insights have little impact without action.

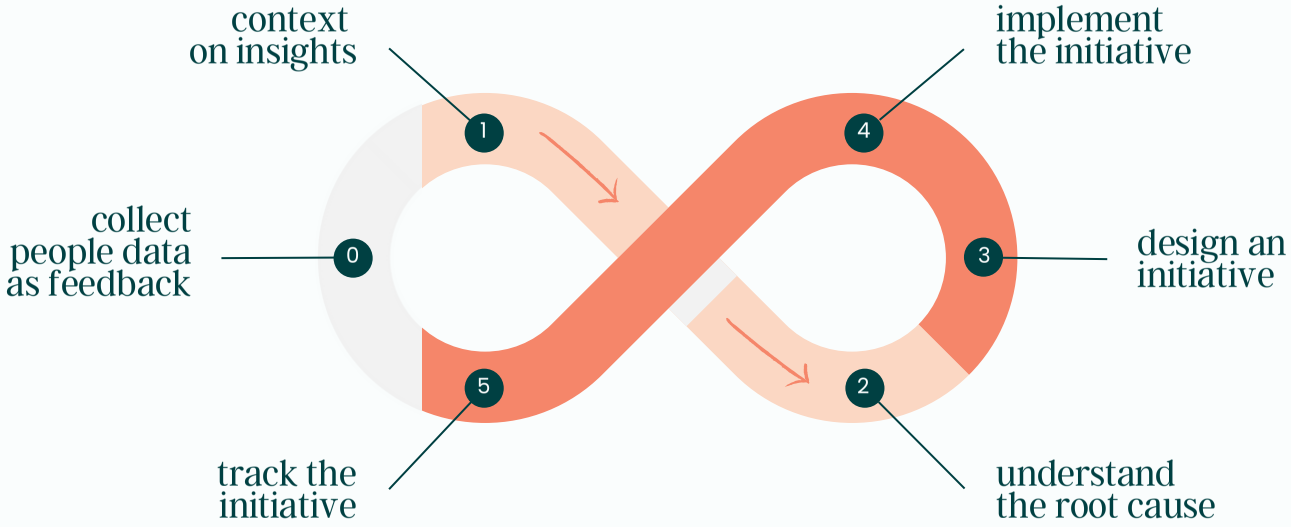
The data and insights themselves make no difference. Still, they can indeed empower leaders by informing quality decision-making, inspiring the right conversations, and ensuring the proper prioritization of time and effort.

That simple logic has meant two things for how Zoios is built, how we operate, and create impact:

1. We always build intuitive interfaces where clarity is more important than precision: The first step in change is realization, which requires understanding the situation and the complication.

2. Always strive to give actionable advice whenever we reliably can.

Leading in the new paradigm.



CHAPTER TWO

Your new well-being compass.

How to use the data to navigate leadership.



Working with well-being.

In this chapter, you will discover the reason for working with the eight well-being drivers. Secondly, you will get an outlined process for working with the drivers in an actionable way. Finally, the chapter contains a deep dive into each of the eight drivers in a structured way for you to utilize in your work.

The reason for working with eight drivers.
First, working with Zoios' eight drivers of well-being is an amazingly beneficial exercise. On average, companies increase well-being by 18% in the first six months. Furthermore, job satisfaction increases by 14%, and stress scores decrease by 19%.

The drivers were not chosen by random or using intuition; they were selected on a scientific basis because they have the most robust statistical power.

Increasing the eight drivers of well-being is not only good for employee well-being, satisfaction, and retention. The business implications are tremendous. According to a major study by Gallup, including 2.700.000 people, they found that teams in the top quartile, compared to the bottom, have 81% less sick leave, up to 43% lower employee churn, 18% more sales, 10% more satisfied customers, and ultimately make 23% higher profits.

The eight drivers of well-being.

There are many drivers of well-being. Some are large and what we consider essential, while some are small and only rarely important enough for us to focus on. Our research and experiments have, time and time again, led us to these eight drivers:



In the next couple of pages, you will receive a framework for utilizing this data for proactive change that impacts your team, your well-being, and your performance.

How often should you measure?

We, and many others, have experienced that well-being and engagement surveys measure the here and now (mostly the last month or a few weeks). Some say that a bad day influences people's answers, and although that indeed happens, it's very rare and not something we see. There are no significant fluctuations in people's responses. We need to measure regularly, but should we do it quarterly, monthly or weekly? Our experience is that monthly gives the best insight while leaving room for meaningfully evaluating and acting on the data. This is also the frequency at which leaders log in and utilize the data most often.

The 5 steps to using the data.

1

Get an overview.
Navigate to your Zoios team *report* to get an overview of your team. Including getting insights on simple but essential things like:

- How's the team's well-being score?
- How has it changed over time, and is this month's score good or bad in comparison?
- How are your people spread across great, good, okay, and poor well-being?

See your team's insights and the context.
Navigate to your team *drivers analysis* to see how you score on each of the eight drivers and precisely which drivers to focus on.

- Which drivers are currently our strengths?
- Which drivers exhibit room for improvement?
- Which drivers are the most important in the team?
- Which drivers should we then focus on for now?

How we know the driver's importance.
We run advanced statistical analysis on the backend (in our engine) to identify how each driver influences the overall well-being of your exact team. It often requires a few months of data, but it is critical for prioritization: It helps you avoid investing in drivers that are not as important for the team's well-being.

2

Identify the root cause.

Once you've learned which drivers have the most significant potential and decided to improve them, you must identify the correct root cause.

- Which of the root causes for the particular driver do you assess being the cause for the lacking driver?
- Does the comments hint at the root cause behind the lacking driver?
- Are you already sure, or do you need to speak with your team (individually or collectively)?

3

Design the proper initiative.

Once you are comfortable identifying the root cause for the lacking driver, it's time to design the correct response - the proper initiative.

- Look to the *improvement ideas* section of the Leadership Playbook. Does it describe a meaningful initiative to combat the root cause?
- Do the coaching questions in the *improvement ideas* section inspire a more original idea that fits your team or unit well?
- What, how, and when will you implement the appropriate initiative?

4

Implement the initiative.

You have designed an initiative, and it's time to execute it, whether it's a change in processes, new resources, more 1:1s, workshops, team talks, or something else.

5

Track your initiative.

To understand if your initiative had the desired impact, you must track it and monitor the scores before and after.

- How fast do you expect the results or effect of the initiative to kick in?
- Which drivers would you expect the initiative to impact realistically?

Track you initiative in Zoios.

You can and should track your initiative within Zoios. Navigate to the Analyses page and click *add initiative*.

This feature will help you monitor the results before and after the implementation of the initiative. You can see how the initiative impacts the drivers or metrics you expect it to. This allows you to evaluate whether your resources were well spent or should be pivoted.

You can also track the impact of external events (like losing a customer, raising funding, adding people to the team, or likewise).

The driver deep dives.

On the following pages, you will find a deep dive into each of the eight well-being drivers. They are built to be comprehensive yet easy to digest. We hope you can use the playbook in your daily leadership work. Each of the following driver deep dives is structured as follows:

1. A short explanation of the driver.
2. How to interpret the driver score.
3. How to succeed in your leadership.
4. The typical root causes for low scores.
5. Cards for your well-being conversations.
6. Improvement ideas for the driver.

This should provide you with all the information you need to understand your team better, diagnose the challenges you need to solve and implement initiatives to improve the situation.

1



DRIVER ONE

Contribution

About performing, adding value and feeling useful.

Contribution.

Contribution measures whether the employees feel they are useful, accomplish something, deliver good work and contribute to the mission and vision of the company.

How to interpret the scores:

PROBLEM	CONCERN	CHALLENGE	OKAY	GOOD	GREAT
0 - 49	50 - 59	60 - 69	70 - 79	80 - 89	90 - 100

The question behind the driver is: *"How often do you feel that you accomplish something and contribute?"* and here is how to succeed with the *contribution* driver.

How to succeed:

To ensure that your employees score high on this driver, you can make sure that they:

- Understand their role and responsibilities.
- Understand whether they are performing as they are expected to, or how to bridge the gap if they are not.
- Get the necessary support and guidance to perform.
- Have the necessary resources to do their job.
- Feel their talents and skills are put into play.
- Feel involved in decision-making that affects how they do their job.

Step one in improving the status quo and elevating the score is understanding the root cause: Why do people **not** feel they can perform their work well, as it is today? If they can, why aren't they? If they are, why do they not feel like it?

Typical root causes for low *contribution* scores:

1. Unclear objectives.
People do not know when they are successful, as there are no concrete KPIs and/or other measurable goals.

2. Low utilization of talents.
People are forced to spend time on things outside their talents or strengths.

3. Struggling to prioritize.
Employees need help prioritizing what is most important.

4. Missing feedback.
Employees lack feedback from their leader or from each other.

5. Lack of involvement.
Employees do not feel involved in decisions about their tasks and processes.

Contribution questions.

Sometimes you must talk with your team collectively or individually to understand the underlying root cause. To save yourself time, and do the right thing, make sure you accurately understand what needs to be better.

Well-being conversation card for contribution.

- Can you put some words on the tasks you are currently working on?
- In what situations do you feel you are accomplishing something and contributing?
- In which situations do you feel challenged to contribute as much as you want?
- To what extent do you feel that your tasks allow you to put your talents and skills into play?
  - Which tasks give you the best opportunity to put your talents and skills into play?
  - In connection with which tasks do you feel challenged to put your talents and skills into play?
- To what extent do you feel there is clarity about what is expected of you concerning the work you deliver?
  - What can I do to support you in achieving more clarity about expectations?
- What should we do in the following months to support you in feeling more like you're contributing?

Contribution improvement ideas.

Once you have understood which root cause is most likely the reason for the lacking driver, you can seek inspiration for improving the situation below. These pieces of advice are mere suggestions. You know your team better than anyone else.

If *unclear objectives* are the root cause:

Ask yourself: Is it clear what expectations there are for their role?

- You can ask the employees how they believe success would look like in the role and learn if there is a mismatch in expectations. Also, communicate your expectations/what you imagine a successful result may look like.

Ask yourself: Which parameters equal success in their role?

- Ensure elaborating other success parameters than the high-level company or department goal, so it feels easier and more realistic to be successful in the role.

Ask yourself: Do the employees have sufficient, measurable goals? And do we check in on these regularly?

- Make sure to schedule regular (quarterly) development & feedback 1:1s with the employees to align expectations and set goals for what they should deliver. Aim at making the goals as measurable as possible to enable the employee to see their development. We recommend focusing on development in terms of career, personal skills, and professional skills - you can use our Development Plan template (page 136) for this purpose. In these conversations, you build a clear plan for the next three months and what actions need to be taken by whom to succeed with the plan.

If *low utilization of talents* is the root cause:

Ask yourself: Could tasks be allocated differently according to the strengths and talents of the team members?

- It could be an idea to look into the task allocation process of the team. To do this best, be aware of people's talents and strengths. You can use the well-being conversation card to become more aware of this. Here, it would be a great advantage to actively work with the Zoios' Personality Archetypes framework to ensure that you and the employees know which tasks better fit than others.

Ask yourself: Do we sufficiently consider strengths and talents in our recruitment to ensure job fit?

- We recommend using Zoios' Personality Archetypes already during the recruitment process. This will help ensure that the role and responsibilities match the employee's talents and strengths and help you create the right development plan early on in their employment.

If *struggling to prioritize* is the root cause:

Ask yourself: Do we have a structure for checking in on tasks regularly?

- Make sure to check in frequently with your employees on (weekly) task 1:1s or on a team level to align expectations and help them prioritize. See page 115 for inspiration on how to facilitate task check-ins.

Ask yourself: Is this a matter of workload?

- In this case, investigate if some of the workload could be spread across other team members to make prioritization easier for each employee.

If *missing feedback* is the root cause:

Ask yourself: Do I provide them with sufficient feedback?

- Make sure to provide sufficient feedback for the employees on their work so that they know it has value. As the need for feedback is very subjective, we recommend doing this in the development & feedback talk. On page 130, you can find inspiration on how to facilitate these 1:1 conversations and what questions to ask your employees in our 1:1 guide for development & feedback conversations.

Ask yourself: How do I provide feedback to the employees?

- More important than how often you do it is how you do it. Make sure to have a go-to method for providing feedback to each other where you remember to practice constructive criticism and praise. If your employees negatively receive feedback or don't receive praise, they will definitely not feel like they are contributing.

Ask yourself: Does our culture encourage and value feedback?

- Long-term, ensuring that your culture prioritizes feedback and recognition could be of great value so the employees know - and feel - when they are successful. Aim to create a culture where it is a natural part of your everyday life to book each other in for feedback sessions. Communicate to the team that feedback is a gift and ask them how they want to work with feedback moving forward so they are encouraged to give it to each other instead of leaving it only to you.

If *lack of involvement* is the root cause:

Ask yourself: Do I ask for the employees' input when making decisions that affect their work?

- If you have expertise within the area of the team's work, it may be easy for you to solve high-level problems, set up processes, and make decisions on behalf of the team. However, the employees may feel their opinions, skills, or knowledge are not considered. Make sure to involve them in your thoughts and ask for their input - then try to take the input into account and be transparent on why you make the decisions the way you do.

Ask yourself: Do I forget to delegate work that the employees themselves might as well do?

- Showing your employees trust and giving them autonomy to solve problems, set up processes, and make decisions around their work may be what they need to feel like they contribute. When delegating work, see it as a win-win as you also get more time to handle other essential leadership tasks.

2



DRIVER TWO

Development

About being challenged and growing both personally and professionally.

Development.

Development measures whether the employees feel are developing in terms of career, professional skills, and personal skills.

How to interpret the scores:

PROBLEM	CONCERN	CHALLENGE	OKAY	GOOD	GREAT
0 - 49	50 - 59	60 - 69	70 - 79	80 - 89	90 - 100

The question behind the driver is: "*How satisfied are you with your personal- and professional development?*" and here is how to succeed with the development driver.

How to succeed:

To ensure that your employees score high on this driver, you can make sure that they:

- Have a clear plan for developing personal and professional skills and concrete goals to track successes.
- Have the autonomy to experiment with their tasks in different ways to challenge themselves.
- Feel like they are challenged sufficiently in their role.
- Know about the possibilities for developing within the company.
- Share knowledge with each other or with someone more skilled than them.

Step number one in improving the status quo and elevating the score is understanding the root cause: Why do people **not** feel they are developing? Are they missing obvious growth? If they are developing, why do they not feel like it?

Typical root causes for low *development* scores:

1. Uniform tasks.
Employees have too uniform tasks and are not sufficiently challenged on a weekly basis.

2. Missing overview of progress.
Employees are not aware of how much they have developed recently.

3. Missing knowledge about development possibilities.
Employees lack a concrete development and/or career plan.

4. Lack of professional sparring.
Employees lack professional feedback, sparring, coaching, or mentoring from someone more skilled than themselves.

5. Missing possibilities for optimization.
Employees lack the time and/or energy to think outside the box and do things differently.

Development questions.

Sometimes you must talk with your team collectively or individually to understand the underlying root cause. To save yourself time, and do the right thing, make sure you accurately understand what needs to be better.

Well-being conversation card for development.

- Where are you right now regarding your development if you had to put it into words? (professionally, personally, career-wise)
  - Do you feel that your future in the company, career-wise, is as apparent to you as you want it to be?
  - Are there any skills that you feel you lack in your work?
- Which tasks or projects make you feel you're progressing?
- Which tasks or projects make you feel you're not progressing?
- How would you like to develop in the future personally, professionally, and career-wise?
  - Which personal skills do you wish to acquire in the future? Which professional?
  - Where do you want to go career-wise?
- What can I, as a leader, do to support you in your development / the future wishes you describe?
- What do we each need to do in the following months to support you in feeling more like you are developing?

Development improvement ideas.

Once you have understood which root cause is most likely the reason for the lacking driver, you can seek inspiration for improving the situation below. These pieces of advice are mere suggestions. You know your team better than anyone else.

If *uniform tasks* are the root cause:

Ask yourself: Do I give the employees sufficient responsibility and freedom to do things their way?

- Consider if you show them the trust to try doing things in different ways to challenge themselves, letting them learn from their mistakes and successes.

Ask yourself: Do I understand, recognize, and act on the employees' development wishes?

- Make sure to schedule regular (quarterly) development & feedback 1:1's with the employees to align expectations and set goals for what they should deliver. Aim at making it as measurable as possible to enable the employee to see their development. We recommend focusing on development in terms of career, personal skills, and professional skills - you can use our Development Plan template (page 136) for this purpose. In these conversations, you build a clear plan for the next three months and what actions need to be taken by whom to succeed with the plan.

Ask yourself: Could tasks be allocated differently according to the strengths and talents of the team members?

- It could be an idea to look into the task allocation process of the team. To do this best, be aware of the employee's talents and strengths using the well-being conversation cards for Contribution and Mindful on your 1:1s. Here; it would be a great advantage to actively work with the Zoios Personality Archetypes framework to ensure that both you and the employees know which tasks are a better fit than others.

If *missing overview* is the root cause:

Ask yourself: Do I, as a leader, provide the needed feedback?

- Make sure to provide sufficient feedback for the employees on their work so that they are aware of their progress. As the need for feedback is very subjective, we recommend doing this 1:1 in task check-ins or the development & feedback 1:1s.
- The short-term low-hanging fruit: Book a 30-minute meeting with each of your employees to tell them (and be very specific!) how they have improved and developed during the past six months. Make it very clear to them where they were six months ago and where they are now in comparison.

Ask yourself: Does our culture encourage and value feedback?

- Long-term, it could also be of great value to ensure that your culture prioritizes feedback and recognition so the employees know - and feel - when they progress. Communicate to the team that feedback is a gift and ask them how they want to work with feedback moving forward so they are encouraged to give it to each other instead of leaving it to you.

Ask yourself: Do the employees have sufficient, measurable goals? And do we check in on these regularly?

- Make sure to schedule regular (quarterly) development & feedback 1:1's with the employees to align expectations and set goals for what they should deliver. Aim at making it as measurable as possible to enable the employee to see their development. We recommend focusing on development in terms of career, personal skills, and professional skills - you can use our Development Plan template (page 136) for this purpose. In these conversations, you build a clear plan for the next three months and what actions need to be taken by whom to succeed with the plan. You then evaluate what has happened since the last development talk and enhance progress and learning.

If *missing knowledge about development possibilities* are the root cause:

Ask yourself: Did I prioritize making individual development plans for the employees?

- If you have overall team goals, that is great. But to make sure your employees develop in the right direction - and that they feel like their development is important to you as a company - it is essential to take the time to make development plans with each of them. The development *&* feedback conversation is also an excellent way of aligning expectations about the future.

Ask yourself: Are our development plans tangible? And do we remember to check in on them regularly?

- We recommend scheduling regular (quarterly) development *&* feedback 1:1s with the employees. Aim at making it as measurable as possible to enable the employee to see their development. We recommend focusing on development in terms of career, personal skills, and professional skills - you can use our Development Plan template (page 136) for this purpose. In these conversations, you build a clear plan for the next three months and which actions need to be taken by whom to succeed with the plan.

If *lack of professional sparring* is the root cause:

Ask yourself: Do I provide them with sufficient feedback?

- Make sure to provide sufficient feedback for the employees on their work so that they know it has value. As the need for feedback is very subjective, we would recommend doing this 1:1 in either the task check-ins (page 113) or the development & feedback talk (page 127), or in the monthly well-being conversations, where you can focus on the well-being conversation cards for Contribution, Support, and Recognition.
- The short-term low-hanging fruit: Book a 30-minute meeting with each of your employees to tell them (and be very specific!) how they have improved and developed during the past six months. Make it very clear to them where they were six months ago and where they are now in comparison.

Ask yourself: How well do we do at knowledge sharing?

- Perhaps some employees possess skills and knowledge from which others could learn. Set up a workshop, a mentorship program, or a structure to ensure this knowledge-sharing is facilitated.

Ask yourself: Do we need someone externally to give feedback or educate the employees with specific expertise?

- You can ask the employees for specific wishes for learning within an area or from someone with a particular area of expertise. Make sure to be transparent about not being able to grant all wishes.
- If it is not possible due to budgets/resources, brainstorm with the employees or other leaders in your organization in which way you or the other employees can provide the needed professional sparring.

If *missing possibilities for optimization* are the root cause:

Ask yourself: Do I create a safe space for making mistakes?

- Developing and thinking outside the box requires you to sometimes take the leap and risk failure. Therefore, knowing that you are supported in trying new things with the risk of failing without being shamed or blamed is crucial. Suppose this is something you could generally be better at in your team. In that case, we recommend your work with the psychological safety in your team - you can find more inspiration for this in our chapter on Psychological Safety (page 145).

Ask yourself: Do I help the employees prioritize the time for improvements?

- Letting the employees know that you support them in finding new and better ways to do their tasks will give them the autonomy to develop their skills on their own. This will also work on a team level so the employees can brainstorm and learn from each other.

Ask yourself: Do we appreciate and value thinking outside the box in our culture?

- Some things may need to follow definite rules - but there are many benefits to letting employees spend time thinking outside the box. This way, they can feel like their development is prioritized and might even find better ways of working. One way of doing this is to always evaluate meetings and processes, e.g., by asking, "What works well and what doesn't work well the way we do it today?".

3



DRIVER THREE

Social

About having good relationships at work.

Social.

Social measures whether the employees feel they have good social relations at work.

How to interpret the scores:

PROBLEM	CONCERN	CHALLENGE	OKAY	GOOD	GREAT
0 - 49	50 - 59	60 - 69	70 - 79	80 - 89	90 - 100

The question behind the driver is: "*How satisfied are you with your social relationships at work?*" and here is how to succeed with the social driver.

How to succeed:

To ensure that your employees score high on this driver, you can make sure that they:

- Foster a culture where differences are accepted, where people aren't judged and feel included.
- Make sure people are comfortable making time for social interactions at work.
- Social conflicts must be discussed before they become a blocker for good relationships.
- Have enough socially engaging events to catalyze good social relationships.

Step one in improving the status quo and elevating the score is understanding the root cause: Why do people **not** feel they have good relationships? Is it mostly work-related or more personal relationships?

Typical root causes for low *social* scores:

1. Lack of safety to speak up.
Employees experience a low level of psychological safety.

2. Missing time together physically.
Employees spend too little time together in the office - e.g., missing the camaraderie due to remote work or working a lot from home.

3. Too few social events.
Employees lack more - or the right kind of - social events.

4. Superficial relations.
Employees miss being able to be confidential with colleagues one-on-one based on a more profound relationship or friendship.

5. Lacking a sense of togetherness.
There is a lack of a shared feeling of working together and collaborating.

Social questions.

Sometimes you need to talk with your team collectively or individually to understand the underlying root cause. To save yourself time, and do the right thing, make sure you accurately understand what needs to be better.

Well-being conversation card for social.

- How do you feel about your social relations at work?
- What is your experience of the community here in the workplace? (what is good and what can be improved?)
- Is there anyone you find more challenging to work with?
  - If so, can you elaborate just a bit?
  - How can I support you in this?
- To what extent do you feel that we make sure to include everyone?
- To what extent do you feel safe in the relationship with your colleagues and me as a leader when it comes to being yourself and expressing your opinions and feelings?
- What do you think it takes to create a culture where we have a perfect social life at work?
- How can I contribute to creating that culture?
- What should we do in the following months to support you in feeling you have a great social life at work?

Social improvement ideas.

Once you have understood which root cause is most likely the reason for the lacking driver, you can seek inspiration for improving the situation below. These pieces of advice are mere suggestions. You know your team better than anyone else.

If *lack of safety to speak up* is the root cause:

Ask yourself: In our team, is it safe to speak up or show vulnerability?

- There can, of course, be several reasons for an individual to feel like this. Still, generally speaking, it is a sign that the team culture lacks psychological safety, and you have an essential role in changing that. Psychological safety can be a somewhat big area to both understand and manage. Therefore, we advise you to read our chapter on Psychological Safety (page 145), where you can find inspiration on how to work with this.

If *missing time together physically* is the root cause:

Ask yourself: Is this a general need for the group of employees?

- If yes, you can discuss the (maybe unspoken) culture of remote work in the team. Some may have expectations or preferences that others (or you) are unaware of. Also, communicate that it is completely fine to have individual needs and practical reasons for having more remote work.
- If just a few employees are missing more office time together, talk to them on 1:1s to determine their needs. If most of the team prefers more work at home, try and find a solution - maybe where the social butterflies can spend more time at the office. Sometimes it can be due to unspoken norms of the group that people don't show up, even though some have the need, because they don't anticipate others to want to come to the office.

Ask yourself: Do we have a policy for remote work?

- If so - consider how this looks like and if there should be any improvements to this regarding the needs of your employees. If you do not have a policy about remote work, consider if this could be a solution.

If *too few social events* are the root cause:

Ask yourself: Do we prioritize resources for planning inclusive social events?

- Make sure to prioritize and plan more social events. Maybe someone in the team would be great at (and have fun with) coordinating this - and who would then have the responsibility to plan something inclusive to all? Evaluate afterward and determine who should prepare for the next event and when.
- Not everyone will need to attend these events, which is all good - communicate this to avoid conflicts in the team. Note that if these employees struggle with the social driver - it is not because of this root cause.

Ask yourself: Which types of social events do we plan, and are these for everyone?

- Make sure to plan social events that vary so everybody has an opportunity to want to participate - also those that are not the wildest party animals. Teambuilding exercises, padel training, or a yoga class could be some examples of other social events.

If *superficial relations* are the root cause:

Ask yourself: Do the employees get chances to make deeper social relationships at work?

- First of all, encourage a culture where it is socially acceptable to take time for 1:1s / walk & talks with your colleagues. Encourage the employees to do this frequently.

Ask yourself: Do we need more time for team-building exercises where we get to know each other better?

- Experiencing each other outside of their comfort zone, challenging each other, and collaborating to solve non-work-related tasks can be very beneficial to the team's interpersonal dynamics - helping them get closer to each other and become more confidential.

Ask yourself: Do we need to work with trust in general in the team?

- For the employees to build deeper social relationships and have meaningful conversations, psychological safety is a prerequisite. As it can be a somewhat big topic to understand and manage, you can find our chapter on Psychological Safety (page 145) with more information on the subject and inspiration on how to work with this.

If *lacking a sense of togetherness* is the root cause:

Ask yourself: Is there a need for more (cross-)collaboration?

- Some employees may be missing more collaboration with others. Be curious - together with them - how that could look like. This may be the case if you see lower levels of Support.

Ask yourself: Are we good enough at asking each other for help?

- It could be that some employees feel alone in their tasks and are solely responsible for succeeding, which may be stressful for them. They may not be good at asking for help, or they don't feel like they can do so. This may be the case if you see lower levels of Mindful or Support. Make sure to communicate that it is essential to ask for help - and even better, do it yourself.

Ask yourself: Do the employees feel we are on an exciting journey <u>together</u>?

- If you have good, well-defined role descriptions and individual goals, the unintentional consequence could be that employees miss the feeling of working towards the same mission. This may be the case if you see lower levels of Optimism or Contribution. We recommend that you connect their results and successes to the overall team goals and the company journey so they feel like they are contributing to something bigger.

4



DRIVER FOUR

Support

About getting enough guidance, help and support.

Support.

Support measures whether the employees feel like their colleagues and managers are available and are providing them with the needed help and sparring.

How to interpret the scores:

PROBLEM	CONCERN	CHALLENGE	OKAY	GOOD	GREAT
0 - 49	50 - 59	60 - 69	70 - 79	80 - 89	90 - 100

The question behind the driver is: "*To what degree do you feel that you get the necessary help and support from your colleagues and manager?*" and here is how to succeed with the support driver.

How to succeed:

To ensure that your employees score high on this driver, you can make sure that they:

- Genuinely feel that you know their struggles and challenges and are working on them.
- Take the time to help them deal with challenging work and blockers where your input is needed.
- Have time or processes for everyone to get input on their work quickly and efficiently.
- Feel that people on their team are willing to help them when things are tough.

Step one in improving the status quo and elevating the score is understanding the root cause: Why do people **not** feel they get the support they need? Should you and/or your team do more? Are you perhaps missing processes?

Typical root causes for low *support* scores:

1. Lacking the presence of the leader.
The people leader is not present enough on a daily basis.

2. Lack of structure for 1:1s.
The people leader hosts too few 1:1 talks with them.

3. Missing professional sparring.
People miss professional sparring.

4. Insufficient collegial support.
People are not good enough at supporting each other in difficult situations.

5. Missing feedback.
People lack feedback from their leader or from each other.

Support questions.

Sometimes you need to talk with your team, collectively or individually, to understand the underlying root cause. To save yourself time, and do the right thing, make sure you accurately understand what needs to be better.

Well-being conversation card for support.

- What does it take to feel you are getting the support and feedback you need?
- In which situations do you feel that you lack support/feedback?
- How can I, as a leader, contribute to you getting the support and feedback you need?
- To what extent do you experience that we support each other in the team?
- In your opinion, what will it take to create an even stronger dynamic and sense of support here in the team?
- What should we do in the following months to ensure you get the support you need (from the team and me as a leader)?

Support improvement ideas.

Once you have understood which root cause is most likely the reason for the lacking driver, you can seek inspiration for improving the situation below. These pieces of advice are mere suggestions. You know your team better than anyone else.

If *lacking the presence of a leader* is the root cause:

Ask yourself: Am I showing enough interest in the employees' tasks and challenges?

- Even if you believe so yourself, ask the employees directly if they need anything from you to handle their obstacles and succeed.
- If you know that this is something where you have a potential for development, you can start practicing it - e.g., by setting goals or reminders to ask at least one of your employees daily. It might be weird initially, but practice makes it easier to become a habit. Also, be transparent with the employees and let them know you are practicing this as part of your own development as a leader. This will make you feel more relatable as a colleague, enhance psychological safety, and let them know that this is not a way of trying to micromanage them all of a sudden.

Ask yourself: Am I too busy with meetings to be present with my employees?

- As a leader, ensure you are available for your employees - and they also experience that. You could try to block time in your calendar when you cannot be booked for other meetings where you will work physically close to your employees. Let them know they can always come to you, especially during this time.

Ask yourself: Am I not physically close enough to them?

- If you are not working in close proximity to the employees, make sure to swing by them and say hi once in a while. If you have much remote work, prioritize morning check-ins or other team meetings so they feel like you are approachable and prioritize them. Your most important role as a leader is ensuring your employees' success.

If *lack of structure for 1:1s* is the root cause:

Ask yourself: Do we have a structure for when and how often we do 1:1s?

- If not, the employees may be missing a more structured initiative from you. Some leaders have a tendency (with all the best intentions) to let employees know they can book in their leader if they want to talk - and it may be fine for some employees. However, others may struggle to take the initiative, although they (maybe unconsciously) need to speak with you. Beware, there are several types of 1:1s. See our 1:1 guide (page 107), but you can experiment with your team with what works best for you and the individual employees.

Ask yourself: When we have our 1:1s, do we have a structure for the talk?

- Make sure to have an agenda and maybe even prepare some questions in the meeting invitation. You can use our 1:1 framework as inspiration for this, depending on the type of 1:1. This is important because it is easy to fall into the "how are you doing?" - "Good, thanks", which can feel superficial and even a waste of time. Preparing some questions will help you help the employee talk about the things they need support on. This is very individual, just like the need for support is. But asking the right questions will help you navigate each conversation.

If *lack of professional sparring* is the root cause:

Ask yourself: How well do we do at knowledge sharing?

- Perhaps some employees possess skills and knowledge from which others could learn. Set up a workshop, a mentorship program, or a structure to ensure this knowledge-sharing is facilitated.

Ask yourself: Do we need someone externally to give feedback or educate the employees with specific expertise?

- You can ask the employees for specific wishes for learning within an area or from someone with a particular area of expertise. Make sure to be transparent about not being able to grant all wishes.
- If it is not possible due to budgets/resources, brainstorm with the employees or other leaders in your organization in which way you or the other employees can provide the needed professional sparring.

If *insufficient collegial support* is the root cause:

Ask yourself: Are we good enough at asking each other for help?

- It could be that some employees feel alone in their tasks and are solely responsible for succeeding, which may be stressful for them. They may not be good at asking for help, or they don't feel like they can do so. This may be the case if you see lower levels of Mindful or Social. Make sure to communicate that it is essential to ask for help - and even better, do it yourself.

Ask yourself: Is there a need for more (cross-)collaboration?

- Some employees may be missing more collaboration with others. Be curious - together with them - how that could look like. This may be the case if you see lower levels of Support.

Ask yourself: In our team, is it safe to show vulnerability?

- There can be several reasons for an individual to feel insecure about showing vulnerability, but generally speaking, psychological safety is a prerequisite to feeling okay doing this. As it can be a somewhat big topic to understand and manage, you can find our chapter on Psychological Safety (page 145) with more information and inspiration on how to work with this.

If *missing feedback* is the root cause:

Ask yourself: Do I provide them with sufficient feedback?

- Make sure to provide sufficient feedback for the employees on their work so that they know it has value. As the need for feedback is very subjective, we recommend doing this 1:1 in either the task check-ins (page 113) or the development & feedback conversation. On page 127, you can find inspiration on how to facilitate these 1:1 conversations and what questions to ask your employees in our 1:1 guide for development & feedback conversations.

Ask yourself: How do I provide feedback to the employees?

- More important than how often you do it is how you do it. Make sure to have a go-to method for providing feedback to each other where you remember to practice constructive criticism and praise. If your employees negatively receive feedback or don't receive praise, they will definitely not feel recognized.

Ask yourself: Does our culture encourage and value feedback?

- Long-term, it could also be of great value to ensure that your culture prioritizes feedback and recognition so the employees know - and feel - when they are successful. Aim to create a culture where it is a natural part of your everyday life to book each other in for feedback sessions. Communicate to the team that feedback is a gift and ask them how they want to work with feedback moving forward so they are encouraged to give it to each other instead of leaving it only to you.

5



DRIVER FIVE

Mindful

About keeping a great, and stress free, state of mind.

Mindful.

Mindful measures whether the employees feel like they have a positive state of mind, meaning being able to manage their tasks without feeling too nervous or stressed.

How to interpret the scores:

PROBLEM	CONCERN	CHALLENGE	OKAY	GOOD	GREAT
0 - 49	50 - 59	60 - 69	70 - 79	80 - 89	90 - 100

The two questions behind the driver are: *"How often do you feel nervous or "stressed"?"* and *"How often do you feel comfortable solving your problems and challenges?"* and here is how to succeed with the mindful driver.

How to succeed:

To ensure that your employees score high on this driver, you can make sure that they:

- Don't have more work than they can mentally deal with at the same time.
- Can independently navigate what's urgent and what can wait if needed. Otherwise, you need to help them prioritize their work.
- Have goals that we within their control and are realistically achievable.
- Work on projects that fit their talents and capabilities well and are not too challenging.

Step one in improving the status quo and elevating the score is understanding the root cause: Why do people **feel** clouded? Is it the workload? Are tasks too challenging? Are the processes a little too stressful?

Typical root causes for low *mindful* scores:

1. Overload.
Employees feel that they have too many tasks compared to the amount of time they have.

2. Misaligned expectations.
Employees feel that there is uncertainty/disagreement about what is expected of them.

3. Lack of influence.
Employees feel that they do not have enough influence over their tasks or responsibilities.

4. Demanding stakeholders.
Customers or other stakeholders demand too much of the employees. Repeatedly putting them in difficult situations.

5. Draining tasks.
Employees perform too many tasks that drain them of energy.

Mindful questions.

Sometimes you need to talk with your team, collectively or individually, to understand the underlying root cause. To save yourself time, and do the right thing, make sure you accurately understand what needs to be better.

Well-being conversation card for mindful.

- In which situations do you feel confident and calm that you will be able to solve your work tasks?
- In which situations and with which tasks do you typically feel pressured?
  - What is it that makes you feel pressured in these particular situations? (difficulty of tasks, lack of influence on the results of tasks, number of tasks, a problematic relationship with a colleague)
  - How often during an average week do you find these situations occur where you feel pressured?
- What do you need from me as a leader to feel less pressured?
- What can your colleagues do to support you?
- What do you need to do yourself to feel less pressured?

Mindful improvement ideas.

Once you have understood which root cause is most likely the reason for the lacking driver, you can seek inspiration for improving the situation below. These pieces of advice are mere suggestions. You know your team better than anyone else.

If work *overload* is the root cause:

Ask yourself: Are tasks allocated fairly in terms of workload?

- Investigate if some workloads could be spread across other team members to ease the burden on the individual employees. Beware that the sense of overload is very subjective, so we recommend you talk with each employee on a 1:1 to discuss what defines a suitable workload for them - you can find inspiration for questions in the well-being conversation card (page 66). Then, make sure to help them balance the workload.

Ask yourself: Is overload a general issue in the entire team?

- If this is the case, you need to recruit. If that is not an option, find other ways to outsource tasks elsewhere in the company. Until either of those happens, support your team with prioritizing tasks and offer your help with operational work until the workload is balanced again, although this solution is only short-term.

If *misaligned expectations* are the root cause:

Ask yourself: Do I clearly communicate expectations?

- Make sure to be completely transparent about employee expectations - and of course, ensure they are fair. This will help the employees prioritize and feel supported in making decisions that may not always be easy. Knowing you have their back based on what needs to be prioritized may give more peace with prioritizing and ease the sense of overload. Also, arrange frequent (e.g., weekly) task check-ins with the employees to ensure they know what is expected of them on each task.

Ask yourself: Do I ask them directly what their expectations are of themselves? And from me?

- Not only do you need to elaborate on your expectations. A good expectation alignment involves both parties and maybe the employees have much higher expectations of their performance than you do. Also, make sure to ask them what they expect from you so you can let them know what you can and cannot do to help them.

If *lack of influence* is the root cause:

Ask yourself: Do I consider the employees' wishes and talents when allocating tasks and projects?

- It is often the case that some employees have previously been doing a particular task well, so they keep getting the same or similar tasks because it may be easier. First of all, they might want to develop in other directions, and secondly, it could be that others in the team may be even more talented for the task (and also thrive with it). In the long term, this can be stressful for the employee if they do not feel like their talents are put into play. Therefore, we recommend you ask them on a (quarterly) development & feedback conversation which areas they would like to develop themselves within. You can use our Development Plan template (page 136) for this purpose. Also, it would be a great advantage for you to gain insight into the team's talents. We recommend testing for Zoios' Personality Archetypes to help you create the right development plan early in their employment.

Ask yourself: Do I mostly make decisions about tasks without asking for input from employees with expertise?

- You may feel like you are helping them by not involving them in decisions about their tasks because you do not want to disturb them with "irrelevant" things. However, they may feel relevant for the employees, even if they may not seem so to you. Therefore, let them know when you are considering making decisions and ask them for their input. You cannot always take them into account and make sure to tell them that. But they might have points you did not consider yourself - as they are the experts. They will feel involved and like they have a say in performing their tasks.

If *demanding stakeholders* is the root cause:

Ask yourself: Do I let the employees vent their frustrations?

- First, be supportive by letting them vent their feelings and frustrations with you without feeling judged. Before going into action mode, try to listen so they feel heard. Then, if they would like your input, you can guide them to some concrete next steps that they can take to handle the stakeholder.

Ask yourself: In these situations, do I ask the employees openly what they need from me and their colleagues?

- If you do not have a culture where you ask for help, handling demanding stakeholders can be very difficult. You should be the forerunner for this by asking these two questions above. This will also make the employees aware of what they need to explicitly ask for from others to get the support they need.

Ask yourself: Do we need a tool to help employees deal with demanding stakeholders?

- Consider creating a template for aligning expectations with stakeholders so the relation and collaboration are easier to maintain sustainably.

Ask yourself: Do the employees know when to set stakeholder boundaries?

- You must advise them when to say “enough is enough”. No stakeholder should require endless things from the employee, but they may need to know that you support them in setting boundaries.

If *draining tasks* are the root cause:

Ask yourself: Am I aware that it can be stressful to primarily perform tasks that do not fit your strengths?

- It is a typical misconception that stress is primarily due to overload. Many do not consider that doing draining tasks too often can be very stressful for the employee. When they are drained of energy, it will long-term impact their stress levels as the tasks take longer. Therefore, you could consider doing one or more of the following:
    - Make sure to schedule regular (e.g., quarterly) development 1:1s with the employees to align expectations and get an insight into what they wish to do more of in their job. Find inspiration on facilitating these conversations and what questions to ask your employees in our 1:1 guide for development & feedback conversations (page 127).
    - Look into the task allocation process of the team. To do this best, be aware of the employee's talents and strengths by using the well-being conversation cards for Mindful (page 66) and Contribution (page 28) on your 1:1s to become more aware of this. Here, it would be a great advantage to actively work with the Zoios' Personality Archetypes framework to ensure that you and the employees know which tasks better fit than others.
    - Ensure a job fit by testing for Zoios' Personality Archetypes during recruitment. This will help ensure that the role and responsibilities match the employee's talents and strengths and help avoid being drained by the role's tasks.



DRIVER SIX

Worklife

About the harmony in one's life as it relate to work.

Worklife.

Work-life measures whether the employees feel they have a healthy relationship between leisure and work.

How to interpret the scores:

PROBLEM	CONCERN	CHALLENGE	OKAY	GOOD	GREAT
0 - 49	50 - 59	60 - 69	70 - 79	80 - 89	90 - 100

The question behind the driver is: *"How satisfied are you with your work-life balance?"* and here is how to succeed with the work-life driver.

How to succeed:

To ensure that your employees score high on this driver, you can make sure that they:

- Work according to their preferences.
- Understand what's expected of them concerning time spent on work and at work.
- Feel comfortable using the flexibility provided to them by the team or organization.
- Have the confidence and trust to establish personal boundaries that look out for their best interest.

Step one in improving the status quo and elevating the score is understanding the root cause: Why are people not content with the harmony of work in their life? Want more flexibility? Fewer hours at work? Clearer boundaries?

Typical root causes for low *worklife* scores:

1. Overtime.
Employees feel they have so much work that they must spend many hours in the office or take work home.

2. Blurred boundaries.
Employees feel that they are expected to respond to emails and other work-related tasks when they do not think they should work.

3. Misaligned expectations.
Employees miss expectation alignment with their leader about how much work is required.

4. Lack of flexibility.
Employees miss flexibility in work hours and location.

5. Trouble setting boundaries.
Employees are afraid to set boundaries for how much they want to work.

Worklife questions.

Sometimes you need to talk with your team, collectively or individually, to understand the underlying root cause. To save yourself time, and do the right thing, make sure you accurately understand what needs to be better.

Well-being conversation card for worklife.

- What does an excellent work-life balance mean to you?
- How do you experience the balance you have between leisure and work?
  - What does it take to feel that there is an optimal balance between working hours and leisure?
- How do you experience the flexibility of your work?
  - What does it take for you to feel optimal flexibility concerning your work?
- To what extent do you feel that our team culture allows you to achieve an optimal work-life balance?
  - What does it take for the team to have a culture that supports this even better?
- What do you do to achieve the work-life balance you want?
  - Do you leave work / take time off when you want?
- What do you need from me to achieve the right work-life balance?

Worklife improvement ideas.

Once you have understood which root cause is most likely the reason for the lacking driver, you can seek inspiration for improving the situation below. These pieces of advice are mere suggestions. You know your team better than anyone else.

If *overtime* is the root cause:

Ask yourself: How many hours do the employees actually work, and is this more than agreed on?

- If yes, book the employee for a task check-in to help them prioritize what is most important. Also, we recommend you book them for longer well-being 1:1s and use the well-being conversations cards for Work-life and/or Mindful to discuss what to do about the long working hours.

Ask yourself: What expectations do I have for the employees, and how many hours do these require to be fulfilled?

- If your expectations are too high compared to the number of hours available within your team, you need to hire more people or adjust your expectations.

Ask yourself: Do I clearly communicate my expectations?

- Make sure to be completely transparent about expectations for the employees in the future - already in the recruitment process - and of course, make sure that these expectations are fair. This will help the employees prioritize and feel supported in keeping up with the agreed working hours. Knowing you have their back based on what needs to be prioritized may give them more peace with going home without guilt.

If *blurred boundaries* are the root cause:

Ask yourself: In our culture, is it true that we expect people to respond to emails outside working hours?

- If this is the case, you must be very transparent about it and also voice it during the recruitment process. You could have a team session about this subject of work-life to investigate the different needs and try to find a balance so everyone feels heard. If you wish to change this culture - be transparent about that and be the forerunner of the change yourself: Communicate that you do not expect anyone to answer outside of working hours - and most importantly, try to avoid doing it yourself.
- If this is not the case, communication is missing. Invite a team session about this to ensure the employees get to share their views on it and find ways to support and remind each other about it. Communicate that you do not expect anyone to answer outside of working hours - and try to avoid sending emails yourself.

If *misaligned expectations* are the root cause:

Ask yourself: Do I clearly communicate expectations?

- Make sure to be completely transparent about employee expectations - and of course, ensure they are fair. This will help the employees prioritize and feel supported in making decisions that may not always be easy. Knowing you have their back based on what needs to be prioritized may give them more peace with prioritizing and going home when the work day ends.

Ask yourself: Do I ask them directly what their expectations are of themselves? And from me?

- Not only do you need to elaborate on your expectations - a good expectation alignment involves both parties and maybe the employees have much higher expectations of their performance than you do. Also, make sure to ask them what they expect from you so you can let them know what you can and cannot do to help them.

Ask yourself: Do the employees, and I disagree on what is expected from them?

- If they feel like your expectations of them are too high, maybe because you are very ambitious and quick at solving tasks. This may not be the same for your employees with other talents, and therefore, it may be stressful for them to feel like they are not succeeding according to your expectations. Invite them for a 1:1 to discuss what work-life balance looks like for them, as it is very subjective regarding what it means to the individual. You can find inspiration in questions to ask the employees in the well-being conversation cards for Contribution (page 28) and Mindful (page 66).

If *lacking flexibility* is the root cause:

Ask yourself: Do we have a policy for remote work?

- If yes, should something be changed according to the employees' needs or explained more in-depth?
- If not, consider establishing some guidelines for remote work that consider employees' different needs. We recommend talking with the employees about this to consider their views before making a decision. Make up your mind about the levels of flexibility you want in your culture and communicate them clearly to avoid ambiguity.

Ask yourself: Could working hours be more flexible than 9-5?

- If the employees feel restricted to only work during "normal" office hours but would like to have a more flexible schedule, find out if it is essential which hours they are doing their job. They may need to be available to their colleagues during some hours of the day. However, consider if the rest of the hours could be spread out during the day to accommodate private matters demanding more flexibility for the employees. Also, discuss it with the team so everyone is aligned on what is acceptable and what is not.

If *trouble setting boundaries* is the root cause:

Ask yourself: In our team, do we generally have a culture where employees are afraid to set personal boundaries?

- It might be a sign that the team culture lacks psychological safety, and you have an essential role in changing that. Psychological safety can be a somewhat big area to both understand and manage. Therefore, we advise you to read our chapter on Psychological Safety (page 145), where you can find inspiration on how to work with this.

Ask yourself: Do I, as a leader, provide a safe space for the employees to set boundaries for their working hours?

- If you sense that someone is working more than they may prefer, it is important to be proactive to avoid them burning out at some point. Invite them to a well-being 1:1 and find inspiration in the well-being conversation card for Mindful for relevant questions to ask them. Focus on listening to them and help them set boundaries by, e.g., telling them your expectations and inviting them openly to say what they think. If they feel they need to work extra to contribute, you can also include questions from the Contribution conversation card.

7



DRIVER SEVEN

Recognition

About feeling seen, valued and recognized for one's efforts.

Recognition.

Recognition measures whether the employees feel they are adequately seen, heard, recognized, and rewarded for their effort.

How to interpret the scores:

PROBLEM	CONCERN	CHALLENGE	OKAY	GOOD	GREAT
0 - 49	50 - 59	60 - 69	70 - 79	80 - 89	90 - 100

The question behind the driver is: "*To what degree do you feel that you are being recognized and rewarded for your work?*" and here is how to succeed with the recognition driver.

How to succeed:

To ensure that your employees score high on this driver, you can make sure that they:

- Feel they are doing good work. Otherwise, it can be hard to internalize compliments and feel valued.
- Get lots of positive and constructive feedback that shows more effort and encouragement.
- Understand and acknowledge the compensation scheme, what they are getting, and why.

Step one in improving the status quo and elevating the score is understanding the root cause: Why are people not feeling valued or recognized? Should they? If yes, why aren't they? Does it not seem to materialize?

Typical root causes for low *recognition* scores:

1. Insufficient amount.
Employees feel that they are rarely recognized for the work they do.

2. Lack of compensation.
Employees feel they receive unfairly low salaries or general compensation compared to their efforts and contributions.

3. Missing feedback.
Employees do not receive enough feedback to know if they are doing well.

4. Inadequate way of recognizing.
Employees do not feel that they receive recognition in the desired way.

5. Focus on errors.
Employees feel that there is more focus on mistakes than their successes and meaningful contributions.

Recognition questions.

Sometimes you need to talk with your team, collectively or individually, to understand the underlying root cause. To save yourself time, and do the right thing, make sure you accurately understand what needs to be better.

Well-being conversation card for recognition.

- In what situations do you feel seen, heard, recognized, and rewarded for your work?
  - How often during an average week do you feel you are being recognized for your work?
- In what situations do you not feel seen, heard, recognized, and rewarded for your work and efforts?
- To what extent do you feel we have a good recognition culture in the team?
  - How do you think we can become better at recognizing each other in the team?
  - How can you make your colleagues feel seen, heard, and recognized?
- What do you need from me to feel more seen, heard, and recognized at work?

Recognition improvement ideas.

Once you have understood which root cause is most likely the reason for the lacking driver, you can seek inspiration for improving the situation below. These pieces of advice are mere suggestions. You know your team better than anyone else.

If *insufficient amount* is the root cause:

Ask yourself: What do I do at this point to ensure that my employees feel seen, heard, and recognized for their work?

- To implement the correct initiative for your employees to feel accurately recognized, getting their input on what would work best for them is essential. When you know the answer(s) to this, the solution is quite simple - do more of that. Beware that this is very individual, so ask them how to recognize them sufficiently in a well-being conversation.

If *lacking compensation* is the root cause:

Ask yourself: Is the compensation inadequate?

- If you are confident that the compensation is inadequate for one or some of your employees, it is essential to talk to them about what this means: What kind of compensation are they looking for instead? See page 137 for inspiration on how to handle the 1:1 salary conversation.

Ask yourself: What do I do to align expectations on future compensation?

- Make sure to ask the employee at your salary reviews what kind of compensation they expect and how much they expect to increase in the future. Also, to let them know what is possible in their role. As a leader, you should be able to answer what it takes to achieve a higher compensation package.

Ask yourself: Do I know what would make my employees feel fairly compensated?

- There are other types of compensation than salary. Talk to your employees about what makes them feel appreciated and acknowledged for their effort. And consider compensating them in different ways - e.g., through acknowledgment and employee benefits.

If *missing feedback* is the root cause:

Ask yourself: Do I provide them with sufficient feedback?

- Make sure to provide sufficient feedback for the employees on their work so that they know it has value. As the need for feedback is very subjective, we recommend doing this 1:1 in either the task check-ins (page 113) or the development & feedback conversations. On page 127, you can find inspiration on how to facilitate these 1:1 conversations and what questions to ask your employees in our 1:1 guide for development & feedback conversations.

Ask yourself: How do I provide feedback to the employees?

- More important than how often you do it is how you do it. Make sure to have a go-to method for providing feedback to each other where you remember to practice constructive criticism and praise. If your employees negatively receive feedback or don't receive praise, they will definitely not feel recognized.

Ask yourself: Does our culture encourage and value feedback?

- Long-term, it could also be of great value to ensure that your culture prioritizes feedback and recognition so the employees know - and feel - when they are successful. Aim to create a culture where it is a natural part of your everyday life to book each other in for feedback sessions. Communicate to the team that feedback is a gift and ask them how they want to work with feedback moving forward so they are encouraged to give it to each other instead of leaving it only to you.

If *inadequate recognition* is the root cause:

Ask yourself: How do I recognize the employees, and what could be other ways of doing this?

- To implement the correct initiative for your employees to feel accurately recognized, getting their input on what would work best for them is essential. Thus, we recommend scheduling 1:1s with your employees using the well-being card for Recognition as inspiration on questions to ask them about this (page 86).

Ask yourself: Could we be more aware of differences in our team regarding recognition?

- If you think you give each other much recognition already, maybe you could learn something from talking about it on a team level, as some would prefer to have it delivered in different ways. We tend to recognize others the same way we would like to be recognized ourselves, and although the intention is good, it does not always land the way we hope with the receiver. Going around the table and explaining how each employee prefers recognition could help the team understand each other better.

If focus on errors is the root cause:

Ask yourself: How do our organizational practices and processes create space for recognition?

- Ensure the employees have good conditions for providing each other with feedback and recognition. If there is much focus on individual processes and competition, this is even more important, and you should consider how to enhance the feeling of teamwork and collectivism.
- Schedule a psychological safety workshop focusing on recognition or a "recognition workshop" with three agenda bullets:
    - In which situations are we already good at recognizing each other?
    - How can we better recognize each other in our everyday work?
    - Around-the-table recognition: "Tell your colleague one thing you like about working with them."
    - A prerequisite for this to work is having a high psychological safety level. See page 156 for inspiration on how to improve the psychological safety of your team.

Ask yourself: How do I cultivate a feedback and recognition culture?

- Remember that as a leader, you set the example and lead the way. Thus, a good start would be to remember to recognize your team frequently and create a language and room for them to recognize each other too.

8



DRIVER EIGHT

Optimism

About being optimistic about the future in the role, team and organization.

Optimism.

Optimism measures whether the employees feel like they are optimistic about the future given the information that is currently known.

How to interpret the scores:

PROBLEM	CONCERN	CHALLENGE	OKAY	GOOD	GREAT
0 - 49	50 - 59	60 - 69	70 - 79	80 - 89	90 - 100

The question behind the driver is: "*How often do you feel optimistic about the future?*" and here is how to succeed with the optimism driver.

How to succeed:

To ensure that your employees score high on this driver, you can make sure that they:

- Understand and buy-in to the long-term strategic vision of the team or organization.
- Feel comfortable even amid uncertainty because of job safety and psychological safety.
- Believe that issues or problems will be addressed, discussed, and fixed.

Step one in improving the status quo and elevating the score is understanding the root cause: Why are people not optimistic? Why do they not see a bright future? Do they fear for their job or do not buy into the journey?

Typical root causes for low *optimism* scores:

1. Job uncertainty.
Employees fear that they will not have a place in the company in the future.

2. Leadership skepticism.
Employees are critical of leadership decisions, strategic direction, or lack of transparency.

3. Hopelessness.
Employees are facing critical dilemmas or challenges that they do not believe can be resolved in the foreseeable future.

4. Lack of psychological safety.
Employees experience a low level of psychological safety.

5. Lack of community.
Employees lack a feeling of succeeding collectively.

Optimism questions.

Sometimes you need to talk with your team, collectively or individually, to understand the underlying root cause. To save yourself time, and do the right thing, make sure you accurately understand what needs to be better.

Well-being conversation card for optimism.

- To what extent do you feel optimistic about your situation, role, and opportunities in the organization?
- To what extent do you feel optimistic about the company's future? (vision, mission, and organizational change)
- What makes you uncertain about the company's future or your role?
- What makes you calm about the company's future or your role?
- To what extent do you think a clear direction has been set for the team?
- What do you need from your team to feel optimistic about your role and/or the company's future?
- What do you need from me to feel optimistic about your role and/or the company's future?

Recognition improvement ideas.

Once you have understood which root cause is most likely the reason for the lacking driver, you can seek inspiration for improving the situation below. These pieces of advice are mere suggestions. You know your team better than anyone else.

If *job uncertainty* is the root cause:

Ask yourself: Is it clear what their future and potential career development may look like in the company?

- You can ask the employees how clear it is to them what their future and career development in the company looks like and learn if you should spend some time talking with them. If so, book them for a walk & talk or similar - ask them why it isn't clear, how you can make it clearer, and why they should be calm. You can also consider involving a development plan in this conversation if such exists or create one with the employee (see the development & feedback 1:1 plan on page 136).

Ask yourself: Is it clear what their role consists of and how they are contributing?

- Consider whether the expectations of their work, the boundaries of their role, and how they contribute to the overall company goals are clear enough by asking the employees about this. If it is not clear enough, book them for a 1:1 conversation to discuss this more thoroughly - you can use the well-being conversation card for Contribution (page 28).

Ask yourself: Do you communicate frequently enough about financials?

- If your employees feel uncertain about losing their jobs within a certain amount of time due to being part of a smaller company, market changes, or other financial struggles, it is a good idea to calm them by letting them know more details about the finances. People sometimes fear the worst; in that case, transparency can help. Ensure people understand the numbers you present and feel safe asking questions they may feel are "stupid".

Ask yourself: Is there a good reason for the employee to worry about this?

- If there is a chance the employee is right - that they might lose their job - then you should be as honest with them as you can, but say what concrete things you will do to avoid it happening.

If *skepticism* is the root cause:

Ask yourself: Do you create a safe space where the employees can freely share concerns, questions, and frustrations?

- Make sure to give the employees frequent opportunities to share their skepticism with the management and get their questions and concerns answered. You can use town halls or team meetings for this. A prerequisite for this to work out is having a high psychological safety level. See page 157 for inspiration on how to improve the psychological safety of your team.

Ask yourself: How transparent are you about managerial decisions?

- The employees might be skeptical due to missing knowledge about leadership decisions and/or financials. Thus, it is a good idea to calm your employees by letting them know more about the reasons for your choices and why you use the financial resources the way you do.

Ask yourself: Is the strategic direction and the reasoning behind it clear enough for the employees?

- Consider inviting for a team session about the strategy where everyone can feel free to ask questions and share their thoughts. Consider what they say and explain the WHY as well as you can. If some employees still have difficulties understanding or accepting it, invite them for a walk & talk or 1:1 to discuss further: Be curious about their point of view and remind yourself that what feels like "resistance" to you is an expression of their passion for the company and its future.

If *hopelessness* is the root cause:

Ask yourself: Is there a space for the employees to share their challenges and dilemmas and a clear plan for how to solve them?

- Make sure to arrange 1:1 conversations where the employees can openly share challenges and dilemmas with you. You can use the well-being card for Optimism for inspiration (page 96). Also, make a clear action plan with them on overcoming the challenge or dilemma in the foreseeable future - or at least the following steps from here if the challenge is too big to solve here and now.

Ask yourself: Is there any action I need to take as a leader to help resolve the dilemmas or challenges they experience?

- Ask the employees how you can help them overcome their dilemmas or challenges. As a leader, it is your responsibility that the employees have the best possible circumstances to do their work and thrive while doing it. If they are stuck and you can do something to help them, then prioritizing this is a good idea to show that you take them seriously. Even if you cannot help them with the concrete dilemma or challenge, ensure they know you will listen to their frustrations.

Ask yourself: How do I keep the employees' hopes up?

- It is an excellent idea to follow up on their dilemmas and challenges continuously, how they progress from here, and how you, as a team and as a leader, will overcome these in the foreseeable future. If the challenges are temporary, remind them these will only exist for a limited time.

If *lack of psychological safety* is the root cause:

Ask yourself: In our team, is it safe to speak up or show vulnerability?

- For your team to feel comfortable and optimistic, also in challenging times, you have an essential role in ensuring that they are safe enough to have the more difficult conversations and speak up about concerns, mistakes, etc. Psychological safety can seem somewhat big and intangible to understand and manage. Therefore, we advise you to read our chapter on Psychological Safety (page 145), where you can find more information about the subject and inspiration on increasing this in your team.

If *lack of community* is the root cause:

Ask yourself: Are we good enough at asking each other for help?

- It could be that some employees feel alone in their tasks and that they're solely responsible for succeeding, which may be overwhelming for them. They may not be good at asking for help, or they don't feel like they can do so. Make sure to communicate that it is essential to ask for help - and even better, do it yourself.

Ask yourself: Is there a need for more (cross-)collaboration?

- Some employees may be missing more collaboration with others. Be curious - together with them - how that could look like.

Ask yourself: Do the employees feel we are on an exciting journey <u>together</u>?

- If the employees miss the feeling of working towards the same mission, we recommend that you connect their results and successes to the overall team goals and the company journey. Hence, they feel like they are contributing to something bigger - together. You can do this by arranging quarterly or semi-annual strategy workshops, where the employees help compile the missions for their department/part of the company.

Ask yourself: How do we celebrate our successes as a team?

- Make sure to gather the employees to celebrate your successes as a team along the way and to acknowledge each other's efforts.

We have now looked at the eight well-being drivers and inspired questions to ask the team. However, as it can prove challenging to execute the insights, we will go into depth with the dynamics of good conversations between leaders and employees in the following two chapters.



CHAPTER THREE

Dialogue with data.

How to use the data with your team.

Lead with data and dialogue.

We love people data, but one thing is certain: It cannot and should not stand alone. It should drive dialogue.

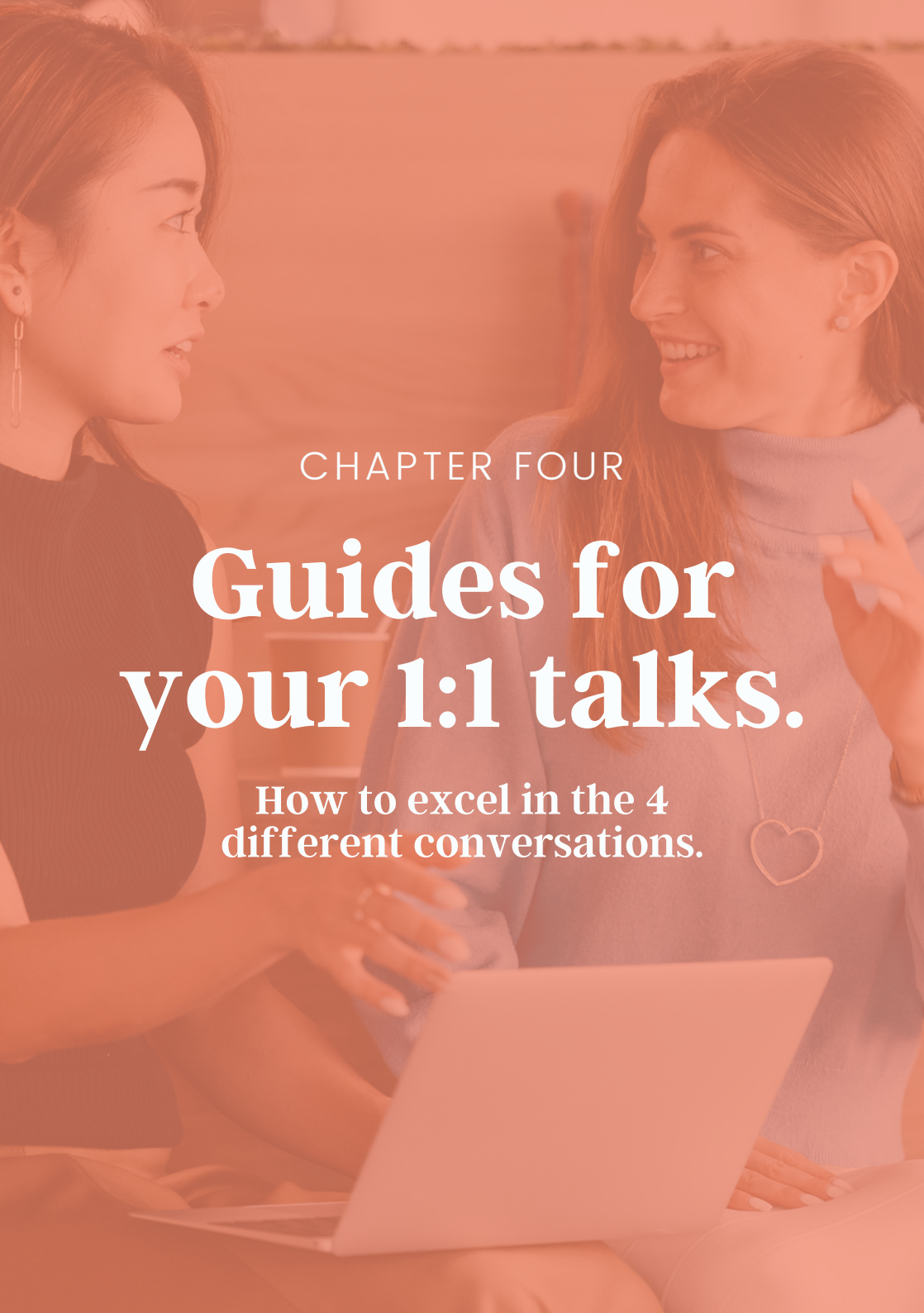
To be a great people leader, you need to go from data and back to good old dialogue. There is no doubt. Our general experience is that the best leaders are transparent, candid, and open. Sharing the insights you get, to varying extents, can be difficult - especially if the situation isn't exactly sunshine and rainbows across the board.

Most great leaders utilize the insights and recommendations you get in their conversations with their team both individually and collectively. Furthermore, they communicate the value and usefulness of their recurring feedback.

One thing to note: It is never a good idea to say to your team or team member: “You looked stressed, isn’t that right?” because it will ruin the anonymity trust. Instead, ask an open question by saying: “We measure these 8 drivers (explain them in short). Which one do you think is most interesting to talk about today?” and if they can’t answer: “I saw that we scored low on driver x this month. Would you like to talk about that, so I understand the nuances of what this is about?”

You choose the level of openness, trust, and intention. But on the right, you'll find some best practices of how great people leaders utilize the feedback from the data. You can choose the commitment level for yourself and your team.

	ON AN **INDIVIDUAL** LEVEL	ON AN **COLLECTIVE** LEVEL
GREAT	You structure all well-being conversations based on the most crucial drivers.	You facilitate quarterly workshops to understand nuances and plan what to do about it.
GOOD	You use your team's well-being data proactively in 1:1's to ensure everyone is heard (and knows that).	You facilitate a team workshop to understand nuances of the well-being data as well as making a plan on what to do.
OKAY	You tell your employees on 1:1's that you will use your team's well-being data in one way or another.	You tell your team that you are looking at the data. Perhaps you show them the driver scores.
CHALLENGE	You look at the well-being data and make decisions based on it, but you don't talk to anyone about it.	You look at the well-being data and make decisions based on it, but you don't talk to your team about it.
CONCERN	You don't look at the well-being data at all.	You don't look at the well-being data at all.
	This would be how to use it in 1:1 interactions with people you lead.	This would be how to use the insights and recommendations with your team.



CHAPTER FOUR

Guides for your 1:1 talks.

How to excel in the 4 different conversations.

Introduction to this chapter.

How often do you have 1:1 conversations with your employees? And what are they about? Do you feel like you have enough insights into your employees' development, well-being, compensation, and productivity?

We will support you in achieving this particular insight throughout this chapter, which consists of a guide to conducting meaningful conversations with your employees. The 1:1 conversations are centered around the employee, and the overall purpose of these conversations is to establish a practice that ensures the employees are productive, thriving, developing, and satisfied with their compensation.

In many cases, a single development or well-being conversation per employee is held once a year or every six months. Often, this conversation ends up being about something completely different from development or well-being because there might be something professional or task-related that is more relevant to discuss when the opportunity arises for managerial input in an otherwise busy everyday life.

Furthermore, you as a leader might feel that it is a little easier to approach task-centered conversations than those concerning the employee's emotions or development aspirations, which you may or may not be able to fulfill. The point is that if you want to have the insight necessary to prevent your employees from leaving the company - by ensuring they thrive and feel they develop - it is important that you consistently.

create time for, and engage in slightly more emotional and difficult conversations with them. Additionally, it is crucial to separate task-centered conversations from development and well-being conversations.

To gain as much value as possible from the 1:1 conversations, it is crucial to have an agenda. Additionally, it is essential that both you and the employee are well-prepared. As a leader, it is your responsibility to schedule and make room for these conversations, as well as send calendar invitations to your employees. The length and frequency of each conversation will vary depending on the type of conversation and specific needs. Some conversations may take 20 minutes, while others take 90 minutes. The important thing is not so much the length but rather not to neglect the opportunity for a conversation.

It is important that you take notes along the way so that you can follow up on goals and agreements from the conversations and so that employees feel that you take them seriously and that they actually progress. For this purpose, the Zoios Journal feature is a great tool for taking notes during and after conversations and maintaining a clear overview of goals and agreements.

Your starting point.

So, what conversations should you have with your employees, and how do you approach the "difficult" conversations?

Perhaps you have only had salary and task-oriented conversations with your employees so far and find it daunting and challenging to start having well-being conversations.

Maybe you already have the four types of conversations that we believe are essential to have with your employees regularly.

Regardless of how many of these conversations you have with your employees and how often, we will provide some specific suggestions on which conversations you, as a leader, should have with your employees, why you should have them, and how to approach them in the following.

The 4 types of 1:1 conversations.

According to our framework, every leader should have four different types of 1:1 conversations with each employee in their team to ensure that everyone in the team is productive, thriving, developing, and satisfied with their compensation. The purpose of this framework is to provide a best practice proposal on how you, as a leader, can structure these four conversations. We have made a decision to combine development, performance, and feedback into one conversation, which we refer to as the Development & feedback conversation in this framework because it is natural to discuss feedback and performance when talking about development. The four types of conversations:

WEEKLY
Task check-ins.

MONTHLY
Well-being conversation.

1:1

QUARTERLY
Development & feedback conversation.

YEARLY
Salary conversation.

In the following sections, we will share our recommended approaches for each of the 4 conversation types, providing specific tool suggestions and inspiration for questions to assist you during your 1:1 conversations. For each conversation type, we will follow a consistent structure:

1. The purpose of the conversation.
2. How to ensure a good conversation.
3. Conversation framework and structure.

1



WEEKLY

Tasks check-in

Prioritizing tasks, providing support and removing bottlenecks.

The purpose of task check-ins.

With task check-ins, the intention is to:

- Ensure that the employee is working on the right tasks and allocating their time and resources effectively in alignment with the team's/company's overall goals and missions.
- Align expectations for each task and ensure that the employee knows how to approach the task so it doesn't become excessively overwhelming, energy-draining, or time-consuming.
- Create a safe space where the employee can ask anything related to the current tasks, thereby avoiding getting stuck in frustration, doubt, feelings of inadequate contribution, or lack of support.
- Support the employee in the best possible way to accomplish the current tasks. As a leader, your primary responsibility is to help your employees succeed.

How to ensure a good task check-in.

Task check-ins are the type of 1:1 conversations that typically make sense to have more frequently than the other types. On a practical level, we suggest you send an invitation to the employee, ensuring you have a recurring 20-minute meeting in the calendar every week or every other week.

Before conducting task check-ins with your employees, it is advantageous to spend 5 minutes:

- Getting in the mindset of the specific employee and the tasks or projects they are currently working on.
- Considering whether there is anything you need to follow up on or align with the employee.

Likewise, it is essential for the value of the meeting that the employee has also given some thought to areas where they may need support or feedback, answers to questions, or other matters that they would like to discuss.

The task check-in framework and structure.

As a leader, it is your responsibility to lead the conversation and ensure that the employee has the opportunity to discuss their thoughts, ideas, questions, etc., related to their tasks. A more specific suggestion for the conversation agenda could be to ask the employee the following questions:

Proposed agenda for a task check-in.

1. Grasping the situation.
Has anything happened in the past week that we need to discuss before we get into the tasks?

2. Current tasks.
What tasks are you currently working on, and are they the right ones?

3. Align expectations.
Do you know what is expected of you for each of these tasks?

4. Need for support.
What do you need from me to meet those expectations?

5. Wrapping up.
Is there anything else you need to move forward from here?

Team task check-in?

While we include task check-ins as part of our 1:1 conversation framework, it may not always make sense for your team always to have individual task check-ins.

In some teams, it may be more appropriate to have these conversations as a group meeting with all team members present. This could be the case if your work is heavily project-oriented and involves close collaboration on a daily basis or if you often share the same tasks, projects, and challenges related to them.

Therefore, you should consider whether it would be more beneficial in your specific situation to conduct these types of conversations with the entire team. However, it is important to keep in mind that the individual employee's needs, such as personal guidance and a safe space to share concerns or frustrations about tasks, should not be compromised.

2



MONTHLY

Well-being conversations.

About well-being, thriving, and feeling good at work.

The purpose of the well-being conversation.

Being proactive regarding an employee's well-being increases the chances of addressing and acting on potential issues before it's too late. The purpose of the well-being conversation is to:

- Give the employee a space to open up about any wishes or challenges they may have in and around their work.
- Create an opportunity for the employee to discuss whatever they have on their mind.
- Provide the leader and the employee with a starting point for a meaningful conversation and an opportunity to discuss some of the employee's considerations when responding to the monthly survey, as the well-being conversation centers around the eight essential drivers of well-being.

It may be relevant before the conversation to look at which driver(s) particularly require your focus to increase your team's well-being and present this to the employee as a possible focal point for the conversation. However, if the team scores low on one driver, it does not mean that all employees experience that driver is lacking.

> *Ensuring that the employee still determines the focus of the well-being conversation is crucial.*

In addition, it is essential to ensure that the employee does not feel compelled to break the anonymity of the survey. The purpose is, in collaboration, to create the best conditions for the employees to thrive in the workplace and perform their work tasks. This also means the conversation is not about the company or the leader but the employee.

> *Thus, as a leader, you should be prepared to listen 80% of the time and only talk when necessary.*

How to ensure a good well-being conversation.

As a leader, we suggest that you book a recurring 60-minute well-being conversation in the calendar with each employee. Psychological safety is a prerequisite to succeed with your well-being conversations and have a good, open, and honest dialogue about the questions presented in the conversation cards (see Chapter 2).

> *As a manager, you can ask many good questions, but the conversation is meaningless if your employees do not feel that your relationship is safe enough to answer these honestly.*

Therefore, it is crucial to:

- Create a space and a relationship where employees feel safe to share their opinions and feelings and open up about more complex topics. You can learn more about psychological safety and how to enhance it for individual employees and your team in Chapter 5.
- Make sure to listen and communicate an execution plan and that you act on the employee's feedback so they feel seen, heard, and even more motivated to share their thoughts with you in the following well-being conversation.

Like the other 1:1 conversation types, we recommend that you ensure that the well-being conversations are structured to make the most of the time. In addition, it is a good idea that both the employee and leader know what is on the agenda for the meeting so there is an opportunity to prepare.

An example could be sending the employee a proposed agenda (see page 125) before the meeting and asking them to prepare by reflecting upon, e.g., what drivers are the most relevant for them to focus on. We suggest setting aside an hour for each well-being conversation. However, it is not certain that every conversation will last that long, as it can vary depending on the employee's needs.

The well-being conversation framework and structure.

We recommend that you open the conversation with an open dialogue about how things are going so that the employee can bring up a good idea, a wish, or a challenge. From there, you can choose the driver that, according to the employee, is most needed to speak from.

If there is no need to speak from any specific driver, then choose the next one in line (for example, if you are just starting out with the well-being conversations, select “Contribution”).

Finally, we recommend, by the end of the conversation, to choose a few areas that you can each focus on going forward in connection with the subject(s) you have discussed. You can agree to follow up on these at the next well-being conversation.

Proposed agenda for a well-being conversation.

1. Short open dialogue.
How are things going at the moment? In case they answer "fine", ask "What is going fine?"

Furthermore, ask whether there is anything in particular that they would like to discuss. To give them a chance to bring something up.

2. Driver for today's conversation.
Which of the 8 drivers would you like to talk about?

3. Area of focus.
What should each of us agree to do in the following month(s) to improve in this area of focus?

4. Summarize.
Summarize the conversation you have had, the agreements you have decided on, and the overall take aways from what you have heard.

For inspiration on which questions to ask the employee during the well-being conversation, find the conversation cards related to the driver(s) the employee wishes to focus on under the respective well-being driver deep dives (Chapter 2).

3



QUATERLY

Development & feedback conversations.

About personal, professional and career development & feedback.

The purpose of the development & feedback conversation.

> *Development is necessary for future performance as well as well-being. Feedback is necessary for great and productive development.*

With development & feedback conversations, the intention is to:

- Ensure that your employees have the opportunity to work on their development - professionally and personally - in a structured manner.
- Align tasks and responsibilities so the employee experiences the right balance between challenge and skills.
- Align your employees' career goals and aspirations and ensure they are satisfied with the direction and pace of their development.
- Ensure that your team has the right roles filled and the necessary competencies.
- Create a space where employees can receive constructive feedback from you as a leader.

Ensuring a good development & feedback conversation.

You may know it as the Annual Performance Appraisal. However, to ensure the above, having a single development or performance review per employee per year is not enough. We suggest that:

- You invite each employee to four 90-minute conversations per year so that you have a conversation every quarter.
- You spend five minutes before each conversation gaining an overview of the employee's current projects/tasks and development plan if such exists. You can encourage your employees to do the same.
- Both you and the employee reflect on some questions before each development & feedback conversation. These questions can be discussed during the meeting and used to adjust the development plan as needed (see page 133 for inspiration on reflection questions).

This ensures both parties are prepared for the conversation and derive maximum value from it. Moreover, this type of conversation typically involves some challenging questions that may be difficult to answer without prior reflection.

We suggest that you ask the employees to send their responses to the reflection questions to you before the conversation, allowing you to consider how their development aspirations align with the team/organizational direction, including organizational goals, budgets, and necessary competencies.

The development & feedback conversation framework.

In the first conversation, the focus is on creating a development plan for the employee in collaboration (see example on page 136), including uncovering the employee's expectations, goals, and development desires within the organization for the following year. In this conversation, it is a good idea to discuss how progress will be measured and how feedback will be given. In the subsequent three conversations, the emphasis is on following up on the progress of the employee's development and providing/receiving feedback. Continuously ensure that the development plan is revised and make changes if necessary.

Proposed agenda for a development & feedback conversation.

1. Reflections.
Each of you shares your reflections before the conversation based on the reflection questions.

2. Follow-up on the development plan.
Evaluate how it's going and if any changes need to be made.

3. Constructive feedback.
As a leader, give your employees feedback on what they are doing well and areas where there is room for improvement.

4. Summarize.
Go over what needs to happen before the subsequent development & feedback conversation and what you are taking away from today.

Once you have completed the four quarterly conversations in the first year, the "cycle" starts again. In the subsequent development & feedback conversation, you can look back on what the employee has achieved in terms of development in the past year and create a new development plan based on their current desires, goals, and ambitions for the upcoming year.

Good questions for a development & feedback conversation.

In the following, we provide some inspiration for the questions you can ask your employee during the development & feedback conversations, considering the structure above. The best practice is to select 8 to 10 questions from the list based on what you think is most relevant to discuss.

Reflection questions for the employee.

- How clear is your future in the company to you looking at the next 2-3 months?
- Where do you feel you are on a scale from being challenged too much and having too much responsibility to not being challenged at all/having too little responsibility?
- To what extent do you feel inspired and have the opportunity to be creative in your work? What could contribute to you feeling even more inspired and creative?
- Is there anything hindering you from reaching your full potential in your work?
- If there were no limitations, how would you ideally like your position to be? What tasks would you be working on in the company in 1 year? Five years?
- Which tasks/projects make you feel like you are developing the most? Which ones give you the most energy?
- Which tasks/projects would you like to engage with more in the future? What would it require for you to spend less time on?
- Are there any specific areas where you need further development or training? Which ones?
- What qualities or competencies would you like to bring more into play in your work?
- How do you experience the balance between teamwork and individual work? When do you feel you develop the most - when working with others or individually?
- How could you improve your collaboration with other team members?
- How do you wish to develop personally in the company?
- What needs to happen in the next quarter for you to develop in the desired direction? How can we know in our subsequent development &conversation if you have achieved your goals and desires for your development?

Questions for following up on the plan.

- How is it going with following the development plan?
- What have you achieved since our last development & feedback conversation that has given you a sense of growth?
- How have you been working towards your development goals, and what results have you achieved?
- What have been some of the biggest challenges/obstacles in pursuing your development goals and desires?
- How can I support you in overcoming these challenges?
- How have your development goals and career aspirations evolved since our last conversation, and what adjustments do we need to make in your development plan to reflect these changes?
- What are the next steps in terms of developing yourself in the desired direction?
- What support do you need in relation to this?

Feedback questions for you as a leader.

- In what areas/tasks/projects do you see that the employee has developed? And how?
- What would you like to acknowledge the employee for? What have they done really well since the last conversation?
- In what areas/tasks/projects do you see room for improvement? Be specific about what the employee can do going forward in connection with this.
- How will you support the employee in their development until the following conversation?

In addition to the above questions, the feedback can, e.g., be based on results from a 360-degree review or peer reviews, if this is something you work with, or wish to work with, in your team.

Remember that your feedback should be constructive and recognize your employees' success and contributions. Moreover, your feedback should be as specific as possible, so the employee understands exactly how they can improve, and what they should continue doing.

Development plan.

	Career goal	Professional development	Personal development
Objectives What do I want to develop?	X would like to be a team leader within the next year.		
Actions What do I have to do?	X has to learn what it involves to be a leader. Read a book on leadership. X is going to support the current team leader. Attend a leadership program.		
Success How will I know I've achieved it?	When X get promoted as a team leader for a team with at least three people.		
Obstacles What might get in the way?	Current tasks and responsibilities.		
Support What support do I need?	X will need support from other team leaders and from my own leader.		
Review Did I succeed in the objective?			

4



YEARLY

Salary conversations.

About reviewing the year, the work and the compensation.

The purpose of the salary conversation.

Most employees expect to discuss salary at least once a year, and it is crucial to meet this expectation with open arms.

> *The purpose of the salary conversation is, therefore, to ensure that the employee compensation is fair and appropriate in relation to the employee's performance, potential, responsibilities, and roles.*

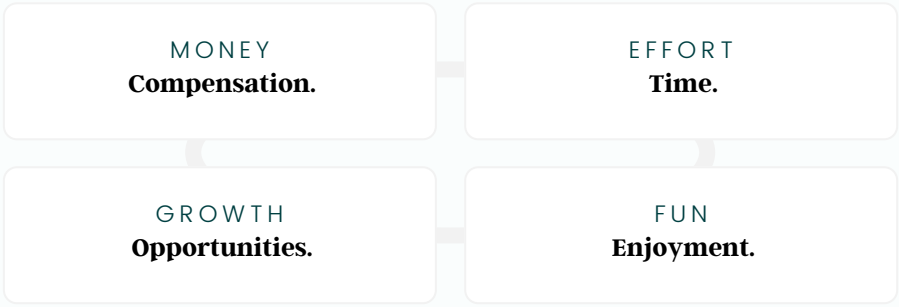
Salary is a "hygiene factor": A high salary does not necessarily increase motivation, but lack of a perceived fair wage can lead to great dissatisfaction. Therefore, how the conversation is handled can be just as important as the salary increase itself.

The key here is that the employees feel seen, heard, and recognized for their efforts and potential and that they understand the basis for the compensation they receive (e.g., why they are not receiving a higher salary in a case where they ask for just that).

Thus, other factors beyond the salary itself, including employee benefits, expected workload, development, or general rewards such as recognition, can also influence the employees' sense of whether the compensation is fair.

Salary is one of four major pillars to talk about.

Compensation is not the only lever that you should discuss in most salary conversations. This is not to distract from salary but to ensure that people understand the dynamics of a salary conversation and find the best combination for their preferences. Here are the four pillars or levers people should optimize in conjunction:



The perfect role gives you fair compensation for the effort you want to exert, with the opportunities you want or expect, and, finally, the enjoyment you expect from the role. It's rarely meaningful or rational to discuss compensation unless everything else is kept equal, which it rarely is, as people's preferences change over time.

Let's elaborate on the three pillars other than compensation to ensure you are optimizing the role, not only the salary.

Effort and time.
You need to align expectations for time and workload. In the financial industry, it is not uncommon to work 50 or 60 hours per week. If the position requires 40 hours, then naturally, that would be reflected in the compensation compared to similar positions in other organizations. If the person, on the other hand, prefers to work 60 hours, then it's only fair that it's reflected in their compensation.

Growth opportunities.
The growth opportunities you are offering will impact the attractiveness of the position. Giving people resources, in terms of time or money, to develop more than could otherwise be expected is an incredible way to compensate people with that preference. Growth should be expected, but getting extra responsibilities or advancement options has a value that naturally means a pay increase. For some, the value of growth opportunities is low and shouldn't be maximized, but for others, it's everything. Give them more opportunities. Some argue that this, rationally, comes at the expense of compensation.

Enjoyment and fun.
The last pillar is fun and enjoyment. In Denmark, sanitation workers are paid very well because most perceive the joy of the job to be very low. On the other hand, a position with very enjoyable responsibilities will factor into the attractiveness of the role and be reflected in the compensation. Imagine you took less enjoyable tasks out of their duties and allowed them to focus only on the things they truly liked all the time. What value would that have to them?

How to ensure a good salary conversation.

We suggest that as a leader, you book an annual 60-minute salary negotiation in the calendar with each employee.

Before the salary negotiation, you can prepare by spending an hour or two hours per employee to:

Things to consider prior to the conversation.

- Speak with your own superior and/or HR to align on how much money you can spend on salary increases in your team and what other forms of compensation you could potentially offer.
- Map out the performance and potential of the employee (you can advantageously base this on the development plan from the development & feedback conversation (see page 136):
    - What has the overall value creation from this employee been in relation to what is expected in the role?
    - Has the employee reached their (development) goals?
    - How much potential do you see in the employee in the future? (e.g., is the employee due for a promotion soon, or to expand their areas of responsibility?).
- Write down the pay increase/compensation for each employee and prepare the specific reasons behind the proposal, as well as how you will create a safe and constructive space when you meet with the employee to discuss this. Remember to acknowledge the employee for the contributions and effort they have made over the past year.

This ensures that both parties are prepared for the conversation and derive maximum value from it. Moreover, this type of conversation typically involves some challenging questions that may be difficult to answer without prior reflection.

We suggest that you ask the employee to send their responses to the reflection questions to you before the conversation, allowing you to consider how their development aspirations align with the team/organizational direction, including organizational goals, budgets, and necessary competencies.

The salary conversation framework and structure.

In the following, we provide some suggestions as to which areas you can cover in the salary negotiation and how the conversation can be structured overall:

1. Present the purpose.
Explain to the employee why you are having this meeting - because you have an agreement to annually discuss the terms of compensation to ensure that the employee is adequately compensated in relation to performance, potential, role, and responsibilities.

2. Present the compensation.
Present your analysis to the employee that you did to arrive at the salary you believe the employee should receive moving forward (if you want, this is a good time to reflect on the composition of the 4 pillars, not just the monetary amount). Then, state the figure and await the employee's response.

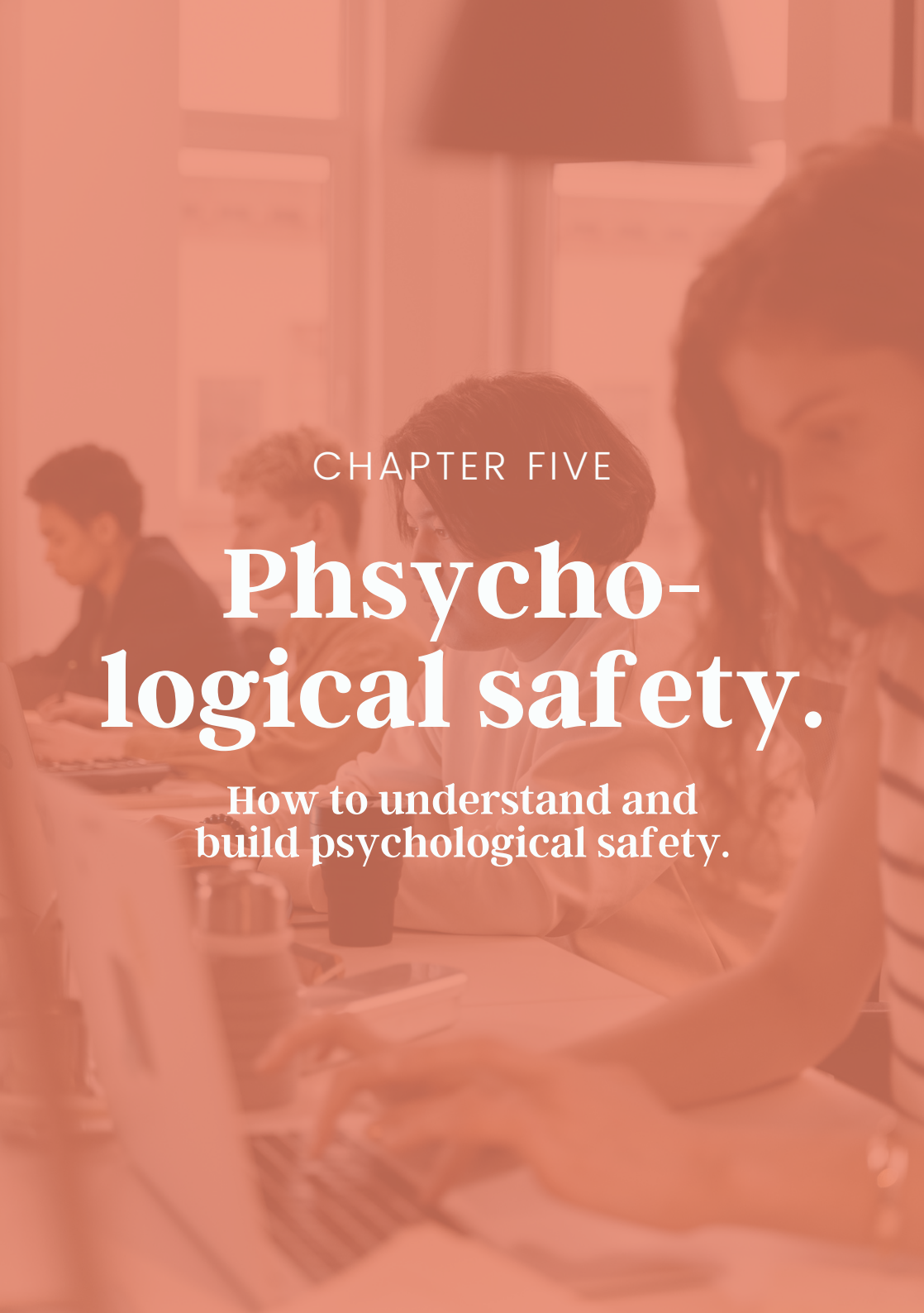
3. Open dialogue.
Depending on how you have presented the compensation and what it consists of compared to what the employee expected, the reaction will vary. Regardless, it's crucial that the employee feels understood, acknowledged, and appreciated. So, ask the right questions: "What were you expecting to receive and why?".

Also, remember to acknowledge the employee's contributions. It can easily become the case where you focus on the small mistakes of an employee that support your case. However, even though it feels counterintuitive, when offering a lower salary increase than they expected, make sure they understand that they are valued.

4. Negotiation.
If the employee demands better compensation than you have presented, and you are open to negotiation, the negotiation starts here. Our purpose in Zoios is not to guide you to the best outcome in this negotiation. But essentially, it's about making the employee feel understood. A good piece of advice is simply to listen to what the employee says, and then say that you will consider it and get back to them at a later date.

5. Summarize and next steps.
Summarize the main points of the conversation, including any agreed changes to compensation and the next steps from here. Also, consider if there is a need for a brief follow-up meeting to clarify confusion or to address things that were not answered or were difficult to discuss during the meeting.

A final piece of advice is to remember that a salary conversation filled with disagreement doesn't necessarily mean you will have a poor relationship afterward. It's perfectly possible to have a complete disagreement about compensation, yet still maintain a good working relationship and even remain friendly afterward. It is, however, normal to need some time to process the experience of having had a disagreement.



CHAPTER FIVE

Phsycho-logical safety.

How to understand and build psychological safety.

Intro to psychological safety.

When it comes to creating and enhancing well-being, psychological safety is a crucial cornerstone. Psychological safety is essential for whether employees share their thoughts with you and, consequently, for your understanding of where to intervene to achieve the desired results in your well-being data. Further, for your employees to be engaged and willing to stay in the team or organization. Therefore, we cannot separate our work on well-being from our work on psychological safety. In this chapter, we zoom in on what psychological safety is, why it is important for you as a leader to work on psychological safety, and how you can approach this in your everyday leadership.

Understanding psychological safety.

Research shows that psychological safety is the factor in our work environment that best predicts performance. Therefore, it is crucial not only for the well-being of your employees but also for the business.

Overall, psychological safety can be described as follows:

Psychological safety refers to the shared belief within a team that it is safe to ***take interpersonal risks without the fear of negative consequences*** *to one's self-image, status, or career.*

To provide a deeper understanding, psychological safety is about the existence of a shared belief within the team that it is safe and secure to be oneself and take chances. Here, chances refer to the moments where we dare to step forward and show vulnerability, express doubt, ask questions, voice our opinions, make suggestions, speak up against something, and discuss doubt, uncertainty, and mistakes. All of this with the certainty that we will not be exposed, punished, humiliated, etc.

Common misunderstandings:

1. Psychological safety is about everyone feeling good and reducing the pressure of expectations.

A misunderstanding regarding psychological safety that exists among many leaders is that it is some fluffy emotional stuff, simply about everyone being happy and feeling good. Let us start by debunking this misconception. Psychological safety is about understanding human nature and recognizing what is fundamentally necessary for individuals to develop, learn, and perform within communities. It is far more about being able to navigate through difficulties rather than simply seeking comfort and happiness. Psychological safety is the prerequisite for having the courage to discuss significant challenges and complexities. It means expressing our doubts about how to solve a task instead of merely solving it and hoping for the best, which can have serious consequences.

Psychological safety is not about setting lower standards or reducing the workload or pressure either. On the contrary, it is in situations where we are truly striving for something, facing challenging tasks that require collaboration, and setting high expectations for one another that the need for open dialogue about how we can overcome obstacles along the way is even more crucial.

2. Psychological safety is about friendly, appreciative, and trust-based leadership.

According to the Danish best-selling author on leadership, Christian Ørsted, most Danish leaders assume that informal and non-hierarchical Danish leadership leads to greater openness and honesty in our organizations than in other cultures and that psychological safety is thus already present and not something we need to spend that much time working on.

Leaders consistently overestimate the level of psychological safety within their teams and assume that simply telling their employees that their door is always open is sufficient. This indeed results in some employees coming forward and sharing - but only those who already feel psychologically safe. So how do you ensure that you hear from all those who don't come forward because you say your door is always open?

According to Ørsted, most leaders confuse psychological safety with friendly, appreciative, and trust-based leadership. An important distinction here is that when you, as a leader, show trust in your employees, it does not mean that your team has psychological safety.

What is the difference, then, between trust and psychological safety?

According to writer and speaker within business management, Patrick Lencioni, the difference is that a distinction is made between two forms of trust that leaders can develop with teams: 1) Predictive trust, concerning the trust that your employees and colleagues carry out their work tasks and keep what they prose and 2) Vulnerability-based trust, meaning the ability to feel comfortable speaking openly and honestly and expressing one's opinion. In his book, The Five Dysfunctions of a Team, Lencioni points out that this kind of trust is important when working with teams (Patrick Lencioni, 2015).

Vulnerability-based trust can thus be equated with psychological safety, which is why it may be worthwhile as a leader to consider what kind of trust actually exists in your team and to which degree.

Lencioni's 5 dysfunctions of a team.

The model is a framework designed to guide teams toward greater collaboration, communication, and effectiveness. It is based on the understanding that teams are susceptible to five common dysfunctions that can hinder their performance.

Lencioni illustrates these dysfunctions as pyramid levels, each building upon the previous. Bottom to top as follows:

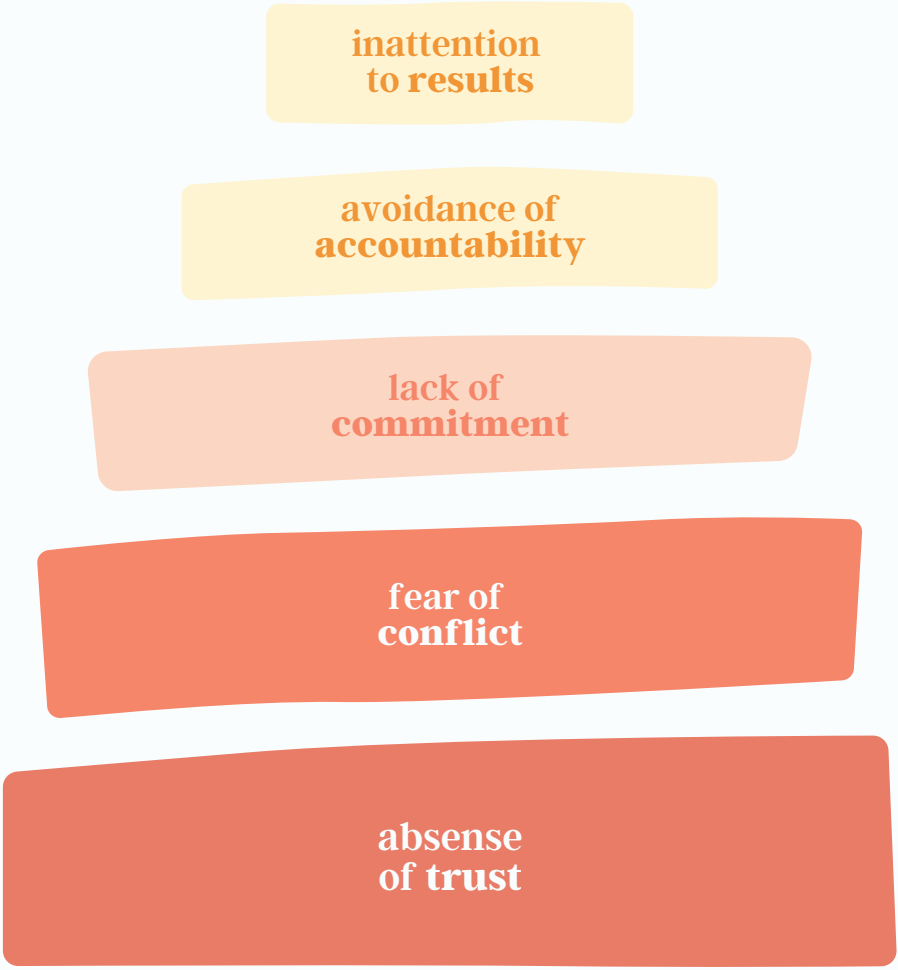
1. Absence of Trust.
Teams that lack trust are incapable of forming solid and cohesive units. Members of such teams often hide their weaknesses and mistakes and hesitate to ask for help or provide constructive feedback.

2. Fear of Conflict.
Teams lacking trust often cannot engage in unfiltered, passionate debates about key issues. Instead, they resort to veiled discussions and guarded comments, stifling innovation and creativity.

3. Lack of Commitment.
Without having aired their opinions during an open and passionate debate, team members rarely, if ever, buy-in and commit to decisions, leading to ambiguity about direction and priorities.

4. Avoidance of Accountability.
Without commitment, team members often hesitate to hold one another accountable to adhere to decisions and performance standards, leading to erosion in the quality of work.

5. Inattention to Results.
The ultimate dysfunction occurs when team members put their individual needs (such as ego, career development, or recognition) or even the needs of their divisions above the collective goals.



According to Lencioni, addressing these dysfunctions requires targeted strategies that foster trust, promote constructive conflict, generate commitment, ensure accountability, and maintain a focus on results. The Five Dysfunctions model is a practical guide that many organizations have used to improve team dynamics and, ultimately, their effectiveness and productivity. Above is a more visual account of the model.

Why spend time and resources working on psychological safety?

Right now, you may think that it doesn't make a significant difference to the bottom line or that it's just some emotional mumbo-jumbo. However, since you have continued reading this far, you might be curious to know what Amy Edmondson discovered about the coherence between a group of hospital employees' performance and their level of psychological safety and further how the latter, for physiological reasons, makes sense to work on in your team (Amy Edmondson, 2018).

> *There are at least four great fundamental reasons to care about psychological safety in your team.*

1. Our brain.

The first thing we want to highlight involves the functioning of our brain and human nature. One thing that stresses us the most is insecurity in our social relationships. We are social creatures, and the worst thing we can experience is being excluded or abandoned by the group.

When there is no or very little psychological safety, and we feel insecure in our social relationships, our brain perceives it as a threat because it is essential for us, by nature, to stay within the group to survive.

2. Teamwork.

When we feel psychologically safe in our team, we are much more comfortable asking questions, seeking feedback and help, offering support, and sharing our concerns, skills, and knowledge. Psychological safety allows for effective problem-solving and conflict resolution within the team. When individuals feel safe expressing differing opinions and engaging in constructive dialogue, it leads to better decision-making processes and outcomes. This reduces interpersonal conflicts and enhances teamwork. We are more likely to admit when a task drains us of energy, or we hit a wall with a task and seek help from our colleagues whose talents might be more suited for this specific task. We know each other's strengths and areas for improvement, how to acknowledge one another, and when to offer help. This results in much greater collaboration and individual performance than in a team where we don't have the time to help each other out or spare with each other and where we avoid asking for help in fear of seeming "weak" or bad at what we are doing.

3. Learning and growth.

Another important consequence of psychological safety, which enhances your team's success, is that we learn from our mistakes and innovate better. The employees feel empowered to share ideas, challenges, and learnings. They are likely to take risks and innovate without fearing failure or judgment.

Our threat system, the strongest of the three emotion-regulating systems, takes over, and the fight/flight/freeze system activates. The lack of psychological safety is perceived by our brain as equally dangerous as natural disasters or facing a life-threatening situation. This physical reaction resolves in a loss of the ability to think logically, be creative, and innovate, which is essential for us to function and perform in our jobs. When our brain enters survival mode, we focus on that threat, not our work tasks.

Professor of leadership at Harvard Business School, Amy Edmondson, has investigated psychological safety for several years. In connection with a research project that aimed to examine whether better hospital teams make fewer medication errors, it turned out to her surprise that better teams made more errors. Examining the results further, Edmondson found that it was essentially a matter of some teams being better at reporting and discussing their mistakes in the teams than others. She found a correlation between teams with greater openness/honesty and more reported errors. It turned out that these teams actually performed better (fewer patient deaths in their department and more satisfied patients) than the teams that didn't report their errors (TedTalk Amy Edmondson). Can you imagine how your team would function and learn from each other if the employees openly shared their mistakes, ideas, and learnings?

Mini-exercise for managers.

To understand what happens physiologically when we miss psychological safety, try out this exercise:

1. Close your eyes and take a few minutes to recall a situation where you have felt left out or excluded in a social context.
2. Try to recall the situation specifically - where were you, and who were you with?
3. Try to remember the surroundings and the faces of the people who were there. What went through your mind? How did it feel in your body?

You may feel discomfort and feel as if the situation was occurring right now. This would make sense as your brain's alarm system is activated simply by thinking about something you once experienced that involved a social threat.

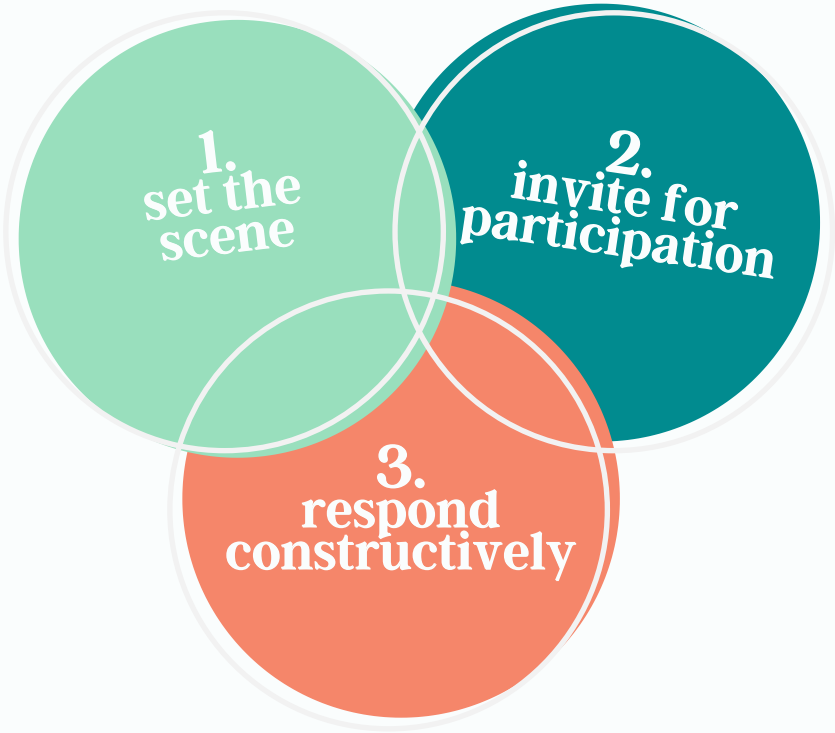
4. Well-being.

Psychological safety comes with a culture that encourages open communication, support, trust, mutual respect, and effective problem-solving. This, in turn, fosters that members of the group experience less stress, anxiety, and fear of judgment. It helps us avoid feelings of loneliness, guilt, and shame that arise from feeling inadequate within a group. The open and supportive culture of a team with high psychological safety thus helps to reduce burnout and promote overall mental and emotional well-being.

How to build trust and safety.

So, how do you create psychological safety when telling the employees that your door is always open is not sufficient?

The concept might seem fluffy and overwhelming to work with. So, in the following, we would like to give you some concrete and tangible actions and tools you can use in your daily life as a leader. These will be reasonable steps towards fostering more psychological safety in your team.



1. Set the scene.

According to Amy Edmondson, it is important that the leader sets the scene and makes it legitimate to talk about mistakes, take risks, and share knowledge and concerns. By setting the scene, she means framing the work as “a learning problem, not an execution problem". This involves communicating that it's okay to make mistakes and share them when we do; frankly, we learn and grow more by doing this. Further, this step involves encouraging the employees to share insecurities and worries.

To make it more practical and tangible, you can do this by standing up during collective gatherings such as town hall meetings and before your usual meetings begin and giving it a voice. Try starting by sharing something vulnerable about yourself. It can be something you experienced some time ago or a recent mistake from which you learned something. In addition, you can do this by being transparent about the challenges and uncertainties you face as a company and what is specifically challenging for you as a leader. Be brave enough to show your own vulnerability. It's about leading by example, being a role model, and setting the norms as a leader. Then, it is way more likely that your employees will start doing the same with you.

Also, ensure that you create the framework for the employees to get to know each other and become comfortable with each other on a more personal level. This can be, for example, through various team-building activities, walk & talks, joint physical activities, social events, or small social traditions in the team. Another very effective way of doing this is by actively working with Personality and Behavioral Preferences Profiles such as Zoios' Archetype Framework. This creates a starting point from which employees can build social relationships at work, which plays a massive part in determining whether there is the proper fundament for enhancing psychological safety.

2. Invite for participation.

It is challenging to establish psychological safety if you, as a leader, believe you alone have the solution and all the correct answers. Therefore, it is crucial to be humble by knowing that your employees may have a more accurate or genius answer than you.

Ask your employees for feedback and let them experience that you value their voice and take it seriously.

- *"I thought about doing this, but what do you think?"*
- *"What would you do in this situation?"*
- *"How would you prefer it to be?"*

Slow down the pace and listen.

Try bringing a question to every meeting you have with your employees, a question you think would be great to hear their input or perspective. Or a question that you know they know more about than you do. And then notice what happens. Have a curious mindset going into a meeting, and try thinking of a question or a topic you want to know more about. Also, aim at bringing a question into every conversation with your employees. It stimulates their desire to share things with you, to be creative and innovative, and to voice ideas. Make sure that everyone on your team is asked. Ask your employees a lot of open questions in general, also about how they are feeling or things that you remember happened during their weekend, e.g., and make sure to include everyone in everyday conversations.

Slow down the pace and listen. When we rush to goals, we sometimes end up reaching our goals slower because there are numerous mistakes or obstacles that we discover too late that we could have known if we had been patient enough to listen to our employees. If you want your employees to share crucial knowledge with you, it is therefore important that you make an effort to listen and take the time for it.

In addition, make sure that, in a safe space, questions are also asked about things that may be difficult to articulate. This can, for example, be through team sessions (see page 163 for inspiration on how to facilitate these).

3. Respond constructively.

Be appreciative, curious, and challenging when your employees share ideas, opinions, concerns, challenges, and more, whether they relate to the quality of the coffee machine, the project they're working on, or personal issues. If you respond constructively when employees share something, it is much more likely that they will continue to share with you again and again.

Be curious about what they share.

- *"Okay, that's interesting; I'd like to hear more about it."*
- *"Are there any other perspectives we should consider?"*

This exchange of ideas and perspectives is crucial for psychological safety and your team's success. Take their thoughts into account and build upon their ideas.

You will find the Psychological safety commitment models in the following two pages — one on a team level and a second on a 1:1 level.

These can help you navigate the different commitment steps you can take as a leader regarding psychological safety in your workplace.

Psychological safety commitment model (team level).

Cultivate Awareness

You recognize the value of safety and its components, while actively encouraging an environment that embraces mistakes, shares insecurities, and acknowledges worries by communicating the importance of all this to the employees during team meetings and collective gatherings, such as town hall meetings.

Take your temperature

You continuously make an impact to sense the current level of psychological safety within your team and what is important for your exact team to feel psychologically safe. This can be done through surveys, 1:1 conversations, or team meetings focused on discussing the team's environment.

Initiate Open Dialogue

You bring a question to every meeting you have with the team, and you make sure that everyone on your team is asked. You are curious about what your team shares, and you take their thoughts into account, and build upon their ideas.

Seek Collective Feedback

You regularly request team feedback during sessions and consistently evaluate your meetings.

Build a Secure Environment

You make sure to foster a safe space where difficult questions can be asked and articulated. For instance, through monthly team sessions focused on e.g., psychological safety or the drivers that are recommended for you to focus on in the Zoios platform.

Implement Measures & Actions

You measure the psychological safety in your team every month, discuss the results during psychological safety team sessions and act on them. You develop clear, tangible goals related to enhancing psychological safety and take the lead on reaching these.



Psychological safety commitment model (1:1 level).

Cultivate Awareness	Initiate Open Dialogue	Encourage Feedback	Promote Active Listening	Demonstrate Vulnerability	Foster Curiosity and Openess
You acknowledge the importance of psychological safety in the workplace and understand its components. This involves learning about psychological safety and its impact on team productivity, innovation, and overall well-being.	You display interest in the employee by asking a range of open-ended questions about their feelings, experiences, and personal life, fostering a deeper connection, both in 1:1s and in general, e.g., by the coffee machine or during lunch.	You frequently seek feedback from your employee on diverse topics, encouraging them to share their perspective and fostering a sense of value and belonging - "What do you think about this?", "What would you do in this situation?" etc.	You prioritize active listening, dedicating time and attention to truly understand the employee. Regularly bring questions to meetings to help employee feel acknowledged and heard.	You model psychological safety by sharing your own mistakes, insecurities, and challenges, e.g., in 1:1s. This level of authenticity encourages similar openness from the employee.	You engage deeply with the employee's thoughts shared during 1:1 sessions, building on their ideas, and fostering a sense of inclusion and collaboration.



How to facilitate a psychological safety workshop with your team.

Like your body's muscles, psychological safety doesn't appear and grow overnight, either. Training psychological safety and being persistent and consistent about it is essential. The psychological safety team session is an excellent opportunity to do precisely this. It also provides a chance to have those difficult - but necessary- conversations you cannot initiate in an otherwise busy everyday work life. We recommend booking a monthly recurring workshop with your team (1.5-2 hours long) and planning your approach before the workshop. It is your responsibility to initiate a psychological safety workshop, and you should let your employees know why you would like to work with this and how it is important for you. You should also participate in the conversations yourself and listen actively during the workshop.

However, you don't have to be the one facilitating the workshop. It might as well be an HR person or someone from another department enabling it, as they are less subjective and involved than you.

There is no recipe for the perfect psychological safety workshop. The workshop's content can vary greatly and depends on the size and proper fit for your exact team. However, we provide you with a bit of inspiration in the following.

Workshop agenda inspiration.

For inspiration on an overall agenda for the workshop, see the following example:

- 14:00 - 14:20 Introduction Psychological safety what?
- 14:20 - 14:25 Present a couple of exercises.
- 14:25 - 15:00 Exercise in “mini” teams (3-6 people).
- 15:00 - 15:30 Summing up and evaluating.

Before the workshop, we recommend you send out an email, a Slack message, or other to the participants, setting the scene and creating the best conditions for a successful workshop. This involves encouraging the employees to actively listen to each other and avoid interrupting or commenting too much on each other's expressions. Of course, one can ask questions if one becomes curious or has clarifying inquiries. Additionally, it's a good idea to encourage participants to leave their phones, computers, and other devices on their desks to be as present as possible and create a safe space for their colleagues to share.

As a part of the workshop, we recommend to:

1. Share some knowledge (preferably also some data, research on the area, and facts) about psychological safety and why it is essential. Also, a good idea is to agree on what psychological safety means for your exact team by asking the team members. Engage the employees all of the way through the workshop.

Make sure to create a shared understanding of psychological safety and the values you associate it with. It is recommendable that everyone participating in the workshop understands the purpose of working with psychological safety in the team before you, or the person facilitating the workshop, hand over the exercises.

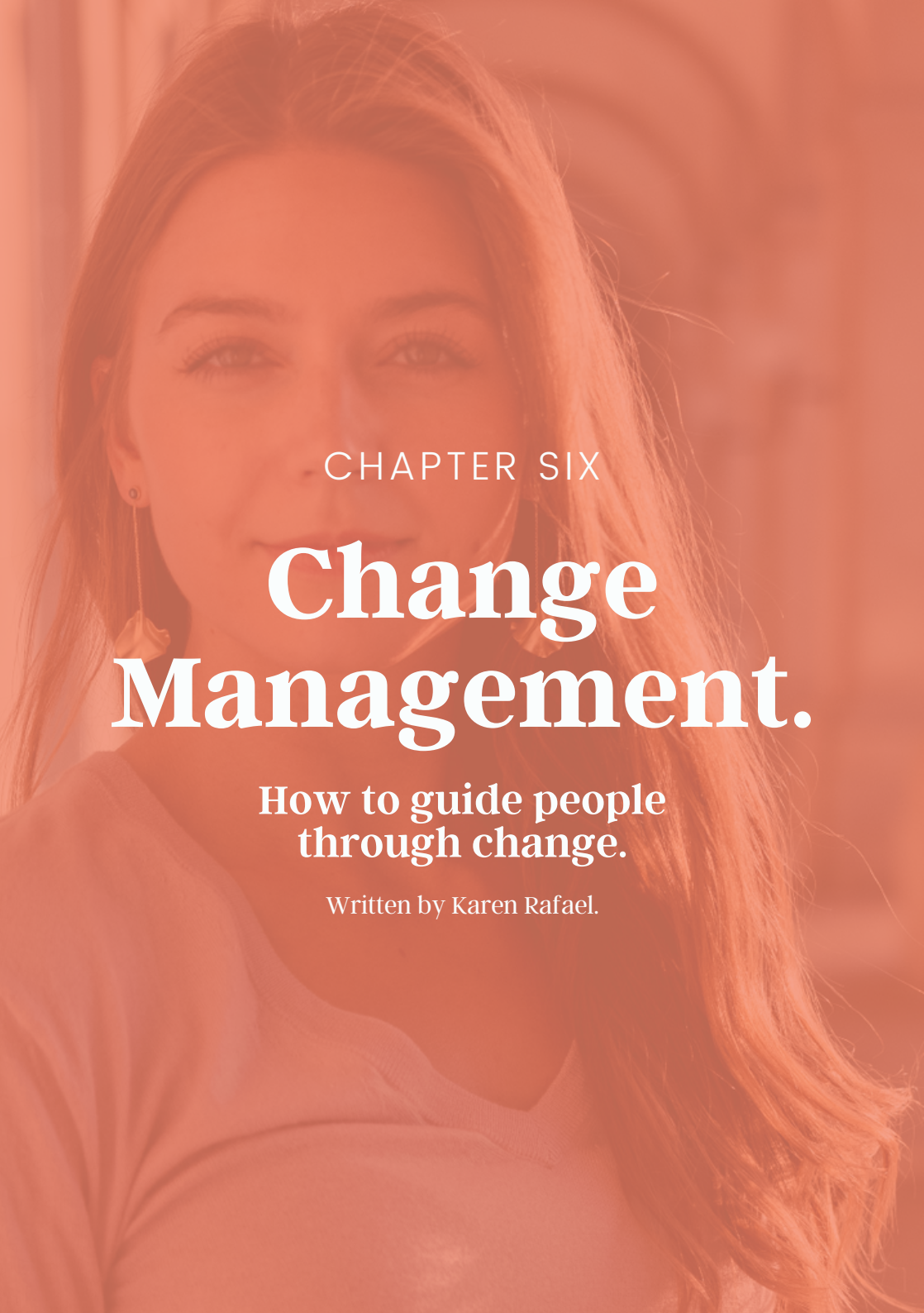
2. Prepare one or two meaningful exercises for the employees in teams of 3-6 people.

- As an example, the exercise could relate to one of the drivers in the platform that you can see needs some attention. If it is recognition, you could ask, e.g., “What do you associate with recognition, and what do you not associate with recognition?”. Or “How often and in what way do you like to receive recognition?”. Encourage the employees to take a round where each gets to answer and provide examples for each other in the small group.
- Another example could be for them to take a round in the groups, asking each other the questions: ”What is the biggest challenge you are facing right now at work?” and ”How can we as a team support you with this?” where each of the group members gets to share their answers to the questions with each other.

Gather the employees after the exercises and sum up the workshop by asking them questions like:

- What was interesting about today's workshop?
- What was difficult?
- What do you take with you from this workshop?

Consider agreeing on the following: *What is the one thing you/we will do differently over the next 30 days to improve our psychological safety?*



CHAPTER SIX

Change Management.

How to guide people through change.

Written by Karen Rafael.

Guiding people through change.

Over the past decades, the pace of change has accelerated significantly, and organizations are continuously confronted with disruptive technologies, shifting market trends, and unpredictable economic conditions. Coaching your team through the rough winds of change is one of your pivotal responsibilities as a leader.

While we tend to look at organizations as closed systems that can be molded and adjusted, change management is ultimately about guiding individuals through transformation. If people don't change behaviors, organizations don't change.

As you've probably already experienced in your leadership role, human beings are creatures of habit, and changes tend to challenge their comfort zones, triggering resistance and fear. Effective change management recognizes these emotional aspects.

But how do you go about it? The change management library is vast and brings many different perspectives, and you might want to drive a very streamlined change program using a renowned framework such as ADKAR. For simplicity, we have summarized five key points that will help you reflect on how you, as a leader, should drive a change agenda within and beyond your team. Not least, we guide you in how to use Zoios as a helping hand throughout the change process.

1. Plan. Plan. Plan.

It's almost a no-brainer. A well-defined change management plan is essential for successful implementation. Start by setting clear goals and objectives and defining the change's scope. If your organization already has a high-level change plan, it could make sense to break it down into objectives for your team and empower them to help reach the team's goals.

Break down the change into manageable phases or milestones, and establish a timeline for each stage. Consider potential risks and develop risk mitigation strategies. Is someone in your team at the risk of leaving? Plan who should take over their responsibilities if that should happen.

While planning is of utmost importance, you need to view a change process as a messy, non-linear venture. Plan for re-planning; you will see what's working and what's not during the change process. Not least, you will get feedback from your team, and you need to adapt your plan accordingly.

2. Be specific. Don't hide facts.

Sometimes, you are the one who identified the need for change. Other times, it might have been imposed on you from the top of the organization, making you the change agent responsible for guiding your team through the change, whether you like it or not. If the latter is the case, you need to do your groundwork by grasping the full implications of the change and its impact on the team, especially if you believe the change will be unpopular among your team members.

By being informed and prepared, you will appear trustworthy and calm. Be specific when communicating to your team, even regarding the uncomfortable truths surrounding the change. If you don't have an immediate answer to a specific question, answer honestly, "I don't know, but let me find out".

By being open and transparent, you will do the groundwork for establishing a high level of psychological safety within your team. Your team will instantly sense if you are trying to cover up important details that later will be revealed to them.

3. Speak to both sides of the brain.

An effective change plan includes a compelling vision and targeted communication that will help convince people that the change is needed. A compelling vision will help you outline the desired future state, and it should be inspiring, realistic, and, not least, aligned with the organization's values and goals.

The concept of the elephant and the rider is a metaphor used in change management to describe the two key components driving organizational change. The elephant represents our emotional and instinctive side of individuals, while the rider represents the rational and analytical side. Addressing both aspects is crucial for successful change implementation.

To address the elephant, you need to appeal to emotions, create a compelling vision, and communicate the benefits of the change in a way that resonates with people's values and aspirations. Addressing the rider involves providing clear and logical explanations for the change presenting data and evidence to support the need for change (as you've already prepared for in step 1!).

Most change management plans only cater to the rational rider, showing goals, business objectives, and hard numbers. But in reality, you set yourself up for failure if you neglect to acknowledge people's emotional response to the change.

4. Use resistance as a driving force.

It can be draining when your team members are not rooting for the change but are cross-armed and refuse to get involved.

A useful way to work with resistance is to decipher what type of resistance is at play. Rick Maurer's "3 Levels of Resistance" framework provides insights into the different layers of resistance that individuals may exhibit during times of change.

1. I don't understand it (information).
2. I don't like it (emotional).
3. I don't like you (personal).

The first level, "I don't understand it," represents resistance stemming from a lack of comprehension or awareness about the proposed change. This type of resistance can be addressed through effective, targeted communication. When this resistance is at play, it makes sense to revisit the content of your communication plan and see if there are cognitive gaps in your storytelling. But be aware that many leaders emphasize this level too much and simply reiterate what they have already communicated. This is not going to help you overcome resistance.

The second level, "I don't like it," reflects resistance arising from personal preferences or emotional reactions to the change. Addressing this level requires engaging your team, involving them in the decision-making, and emphasizing the benefits of the change. If you sense emotional reactions from your team members, book them for 1:1 sessions and ask them questions to help get to the root cause.

The third level, "I don't like you," is the most challenging form of resistance since it represents resistance driven by interpersonal dynamics or negative perceptions of the change agent, being that of yourself or someone in the organization. To get to the root of this issue, you need to put efforts into building trust and addressing any underlying conflicts that may have existed before the actual change. Read the chapter on psychological safety for tips and tricks to heighten the level of psychological safety within your team.

Regardless of the level of resistance, you need to unravel the actual cause of resistance before you simply reiterate the things you have already communicated. Perhaps your communication wasn't effective in the first place, or maybe you need to solve a conflict you didn't think was related in the first place. Nonetheless, when you work with and not against resistance, you will find that it is a driving force for your change agenda, helping you create an even healthier work environment as a result.

5. Measure your team's well-being and engagement.

Zoios offers a handy way of tracking the success of your change endeavor, mainly how it impacts your team's motivation, engagement, and commitment.

Go to the 'Analyses' section in the left-hand pane and create a new initiative, e.g., "New WFH policy". From there, you can add the high-level metrics you would like to track (well-being, stress, eNPS) or specific drivers that you believe could be affected (e.g., "Mindful" and "Worklife"). Pick the group you wish to track, select "Period" as your time frame, and choose the specific time frame you want to track. This will allow you to come back to Zoios to regularly track whether the change has a negative or positive impact on any of these metrics.

These 5 points are by no means exhaustive. There are many detailed step-by-step frameworks you can apply as a helping hand. But don't get caught up in the linear, fixed mindset when applying these frameworks; effective change entails constantly revisiting and revising your change plan and getting eye-to-eye with the people affected by the change.



CHAPTER SEVEN

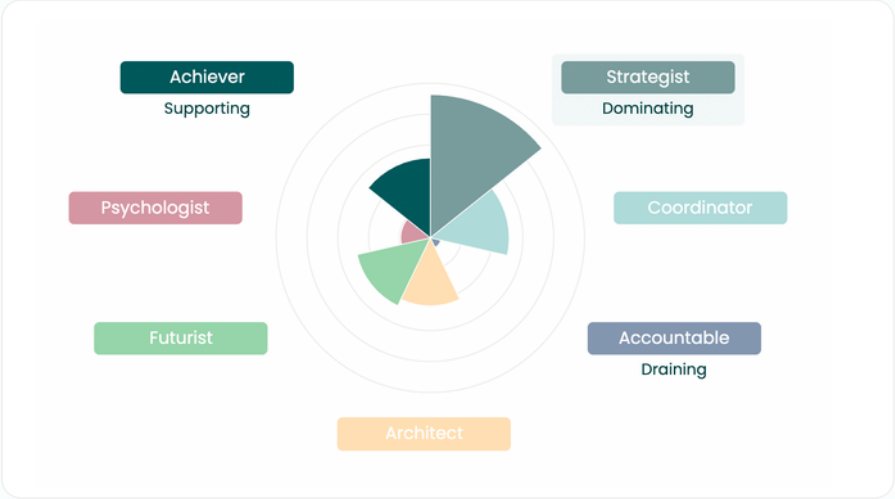
The 7 talent personalities.

How to individualize your leadership efforts.

Use the 7 talent personalities.

Your organization might not use Zoios 7 talent archetypes or have not begun yet. However, it needed to be included in this playbook. Two of the strongest tools for managing a team and leading people are reliable well-being feedback and personality profiles.

Some people are incredibly well-rounded, while others have more clear specialties and motivations. There is no right or wrong, but the insights can be utilized for leadership in almost every facet: suitable tasks, development, onboarding, conflict management, motivation, and communication.



The profiles must serve multiple purposes like recruiting, setting the right team, identifying team strengths and challenges, building team empathy, identifying motivations, and well-suited responsibilities for potentially hidden talents.

Assess your company culture and team dynamics.

Most teams and organizations will have a greater number of some types of personalities than others. While it can be sensible to strive for talent diversity, it is not, and should not, always be the goal.

Use the Talent Diversity score and your new understanding of a team's dominating and lacking talents to foresee or understand current talent gaps - and evaluate whether they need to be addressed.



If your team struggles with specific tasks, mindsets, or parts of the process, then it's very often due to a talent gap, and being aware and conscious of the strengths and challenges of your teams is critical to ensure performance and well-being.

However, some people will naturally have a strong fit with the requirements for specific roles and positions, so aiming for maximum talent diversity in a team is not always wise either.



PERSONALITY ONE

Strategist

Great foresight, analytical skills and problem solvers.

1. Strategists.

Strategists are very rational and analytical thinking, think and act fast, see opportunities, are naturally confident, and like to set the direction.

Talents and strengths.

- ✅ Strategists naturally see things from a strategic perspective and know how to identify solutions based on data and rationale.
- ✅ They are confident communicators that can articulate a plan, take the lead, and team tasks/responsibilities.
- ✅ They love to set goals for themselves, solve problems but also find meaning in helping others grow.

Challenges and weaknesses.

- ⚠️ Strategists are impatient, which can lead to quick and imperfect solutions.
- ⚠️ They may appear a little cold, intimidating, and manipulating.
- ⚠️ They mostly believe they're right unless presented with better facts.

Leading this archetype.

- ☑ Give them more autonomy and responsibility than you usually would.
- ☑ Let them take charge – both in meetings and on projects.
- ☑ Don't give them highly repetitive tasks (especially not if the tasks are simple).
- ☑ Be rational when you discuss with them.

If you are a draining strategist.

- ⚠ Draining Strategists are less likely to foresee future challenges intuitively.
- ⚠ They are less likely to quickly problem solve in complex situations.
- ⚠ They are less likely to be data-driven and think very analytically and rationally.
- ⚠ They are less likely to be confident (self-assured), and communicating a plan is daunting.

2



PERSONALITY TWO

Coordinator

Great overview and ability to coordinate work.

2. Coordinators.

Coordinators are often very understanding and inclusive toward others, have a great overview, are creative, think ahead, and are good at coordination and planning.

Talents and strengths.

- ✅ Coordinators naturally coordinate work - both through processes and people.
- ✅ They implement processes or frameworks for how to work to ensure delivery in the most effective way - also in chaotic situations.
- ✅ They include others and are good at putting their colleagues' talents into play.

Challenges and weaknesses.

- ⚠️ Coordinators are not necessarily very detail-oriented.
- ⚠️ They sometimes rush through tasks without reflecting heavily on potential obstacles.
- ⚠️ They tend to be more motivated during the first 80% of a project, meaning they'd rather start a new project than finish the first.

Leading this archetype.

- ☑ Remember that they like to be informed and included.
- ☑ Let them lead projects as soon as they are ready.
- ☑ Embrace their liking for, and ability to, build frameworks and processes.

If you are a draining coordinator.

- ⚠ Draining Coordinators are less likely to have a solid overview of many things and information at hand.
- ⚠ They often need help with planning ahead, prioritization and being diligent about frameworks.
- ⚠ They likely struggle with adjusting work and re-starting with new information.
- ⚠ They often forget things they need to do, if those things aren't written down.

3



PERSONALITY THREE

Accountable

Great at ensuring details and delivering on promises.

3. Accountables.

Accountables are very responsible and disciplined, usually feel best with some structure and a set to-do list, and are very fair and principled.

Talents and strengths.

- ✅ Accountables are good at executing and taking on responsibility.
- ✅ They create structure around them to ensure they meet their and others' expectations.
- ✅ They are just and principled, keep promises, and deliver on time – a colleague you can truly count on.

Challenges and weaknesses.

- ⚠️ Accountables are typically slow starters because they need a solid plan first and they are perfectionists.
- ⚠️ They mostly do not deal well with many interruptions.
- ⚠️ They are often considered rigid due to their sense of justice and firmness of principle.

Leading this archetype.

- ☑ Be specific about your expectations and let them take responsibility.
- ☑ Do not promise things you can't uphold and don't be late.
- ☑ Understand that things 'need to be done right' and discuss early on what "right" is.

If you are a draining accountable.

- ⚠ Draining Accountables are less prone to consider fair and just in the pursuit of reaching a goal.
- ⚠ They might be drained by repetitive/administrative tasks, when there is no obvious short-term consequence of not doing it.
- ⚠ They focus on the big picture and are less concerned with the details of the plan ("I'm sure we will figure that out later").
- ⚠ They are less likely to be concerned with the deadline, premise or promise they made to other people, and can be drained when other people are too rigid.

4



PERSONALITY FOUR

Architect

Great at ensuring quality and optimizing solutions.

4. Architects.

Architects are true thinkers, weighing many thoughts critically every day. They typically set a high standard of quality, and seek the context and complete understanding of things.

Talents and strengths.

- ✅ Architects are great thinkers with a mindset that challenges and improves the status quo.
- ✅ They ensure high-quality output from the beginning because they do not start until the foundation is perfect.
- ✅ They will often be excellent performers for longer tasks and projects, especially those requiring careful reflection and/or data analyses.

Challenges and weaknesses.

- ⚠️ Architects have a difficult time adapting to quick and "ill-thought-out solutions".
- ⚠️ They can appear unnecessarily critical.
- ⚠️ Their execution can be slow since the assessment process before making decisions takes time.

Leading this archetype.

- ☑ Be thorough when giving a task – they love to have as much information as possible before solving it.
- ☑ Give them mentally challenging tasks and time enough to solve them.
- ☑ Make sure they have time to reflect when asking them for feedback or action.

If you are a draining architect.

- ⚠ Draining Architects are generally less likely to linger on the consequences or flaws of their plans.
- ⚠ They are less likely to spend a lot of time building a strong foundation before beginning.
- ⚠ They are much less critical of solutions, and generally have a less critical eye.
- ⚠ They are likely drained when things are moving too slow.

5



PERSONALITY FIVE

Futurist

Great at ideation and starting new projects.

5. Futurists.

Futurists are full of ideas and love to start projects, are flexible and likable, and are quite happy to develop themselves as well as acquire new knowledge.

Talents and strengths.

- ✅ Futurists have many ideas due to their inventive nature.
- ✅ They start fast and excel in the early stages of new projects with their go-getter attitude and inspired mind.
- ✅ They are curious, charming, welcoming, and often pleasant to be around.

Challenges and weaknesses.

- ⚠️ Futurists can lack thoroughness and critical thinking.
- ⚠️ They may have difficulty finishing a task as new tasks catch interest.
- ⚠️ They are often too impatient for longer projects and tidy processes.

Leading this archetype.

- ☑ They have many strong ideas, so help them pick a winning idea (and thereby narrow their focus).
- ☑ Communicate that you know the last 20% aren't motivating, but still needs to be done, and that "we will do what we can" to make it efficient and painless.
- ☑ Be careful assigning them long projects with many processes.

If you are a draining futurist.

- ⚠ Draining Futurists have a harder time starting new work.
- ⚠ They are more drained by brainstorming sessions and talks about the future.
- ⚠ They are less likely to dream about the future.
- ⚠ They are less likely to research and learn on their own actively.

6



PERSONALITY SIX

Psychologist

Great at understanding, perceiving, and engaging other people.

6. Psychologists.

Psychologists can connect with and understand other people effortlessly, sees the potential in others and helps them grow, and is often positive with a high energy level.

Talents and strengths.

- ✅ Psychologists are incredible listeners due to their empathy and they intuitively know who people are and how they feel.
- ✅ They naturally build strong relationships with compassion, charm, and excellent communication skills.
- ✅ They see potential in others and use their ability to put their colleagues' talents into play.

Challenges and weaknesses.

- ⚠️ Psychologists may find it difficult to prioritize tasks over social relationships.
- ⚠️ A negative social atmosphere would impact their mood and energy levels.
- ⚠️ Tasks that are not people-related won't motivate them as much.

Leading this archetype.

- ☑ Let them do work that requires interacting with people.
- ☑ Be patient when they want to have a longer and deeper conversation.
- ☑ Be deliberate with your words to avoid hurting their feelings.

If you are a draining psychologist.

- ⚠ Draining Psychologists are less likely to value personal relations as the key to their own well-being.
- ⚠ They are less likely to see or understand why others took interactions as they did.
- ⚠ They are less likely to be a driving force in the social atmosphere at work.
- ⚠ They are generally more focused on things or outcomes than people.

7



PERSONALITY SEVEN

Achiever

Great at staying targeted, putting in the work, and removing bottlenecks.

7. Achievers.

Achievers like to compete (even if it is with themselves), hate to lose, have a strong work ethic and are usually quite confident in their abilities.

Talents and strengths.

- ✅ Achievers are goal-oriented, focused, and disciplined – willing to do "whatever it takes" to win.
- ✅ They show confidence, are disciplined, and want responsibility.
- ✅ They have a strong and competitive work ethic and eat problems for breakfast.

Challenges and weaknesses.

- ⚠️ Achievers can be intimidating to others due to their ambitions, and the amount of work they put in can be confronting for others in comparison.
- ⚠️ They will often pursue their personal goals instead of the team goals.
- ⚠️ They are demotivated if they aren't winning or a top performer.

Leading this archetype.

- ☑ Embrace their ambitions and set clear goals with them.
- ☑ Always recognize their efforts and don't hesitate to do it in front of others.
- ☑ Have frequent talks about their workload and ensure it fits their appetite.

If you are a draining achievers.

- ⚠ Draining Achievers are less likely to thrive in a competitive environment.
- ⚠ They are less likely to be self-assuring and confident when in the spotlight.
- ⚠ They are less likely to focus on their individual target and success.
- ⚠ They are less likely to be disciplined and focused in solving problems over time.

Final words.

Now that we have delved into the many facets of well-being, 1:1 conversations, psychological safety, etc., it is time to go into the workplace and apply the learnings.

The intention of this playbook is not only to give a comprehensive yet pragmatic playbook that you can draw inspiration from but also to help you become a leader of tomorrow.

We hope you find it helpful and give you new ideas to improve the well-being and job satisfaction of those around you.

Best of luck!

Team Zoios.

Authors of the playbook.



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Follow on in

Louise works as Associate People Consultant at Zoios and holds a master's degree in Human Resource Management from Copenhagen Business School. She's also a certified Coach from Mindjuice and is trained in various personality tools such as the Enneagram. Louise has had previous experience as a Management Consultant at Unistu Consulting and as a Talent Sourcer at 3Shape, where she contributed to recruitment, screening, and team composition. Louise has also volunteered as a counselor at Headspace.



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Mark works as a Project Manager at Zoios. He holds a bachelor's degree in International Business from Copenhagen Business School and is currently pursuing a master's degree in Strategy, Organization, and Leadership. With a diverse background in business analysis, HR consulting, and marketing strategy, Mark has served in various roles across companies like HRtechX and Voluntās. Today, Mark contributes to business development and strategic growth at Zoios, such as facilitating and project managing initiatives like the biannual Zoios Certified Consultant certification event.