

14 WAYS MANAGERS CAN HELP BRING HEARTS AND MINDS TO WORK

Managers matter. A lot. In fact, most employees say their immediate manager matters more than the C-suite when it comes to well-being support. And when you invest in bringing your people's whole selves — hearts and minds — to work, they invest in you. But how can managers support employees if they don't know where to start?

Here's simple ways that managers can help employees bring their hearts and minds to work.

CONSIDER THE WHOLE EMPLOYEE

- What happens in one part of your life impacts all others. When employees show up to work they don't leave their family, passions and struggles at the door. To fully support employees, it's key for managers to consider their life outside of work.
- Get to know your employees on a deeper level. What aspirations do they have? What are their professional and personal goals?
- Structure 1:1s to lead with, "How are you doing?" or "How's your well-being?" to foster a relationship of care and support between managers and direct reports.
- Start meetings by recognizing the employee for her work. Then ask, "What barriers are you facing at work or outside of work and how can I support you?"

COMMUNICATE & PROVIDE FEEDBACK

- When employees feel their employer cares about their well-being, they're 38 percent more engaged¹. Send frequent messages of support and encouragement to employees (like thank you cards or recognition during team meetings).
- Make feedback a priority. 37 percent of managers are uncomfortable giving feedback that may be taken negatively². However, 72 percent of employees said a leader can be most influential by giving corrective feedback and advice when needed³.
- Give employees a voice. Whether it's input on a recent project or feedback from a company meeting —actively ask for input to ensure that all employees have a chance to contribute and take the time to really listen.

GROWTH & DEVELOPMENT

- Invest in employees for the long-term. Whether it's monthly performance check-ins, career development or cross-functional training, offer side projects and opportunities rooted in education and growth.
- Empower employees to take risks and have the freedom to fail. Managers who support employee learning and growth show they care.

LEAD BY EXAMPLE

- Executives, managers and leaders are all role models for well-being improvement. Lead by example to foster a culture of support that rallies around well-being and engagement in the workplace.
- Remember that you matter, too. Schedule time to take care of yourself and share your well-being goals and priorities with your employees — take daily stress breaks, step away from your desk or go for a 10-minute walk.

TOOLS & RESOURCES

While there's a lot that managers can do, they can't do it without the help of the organization. Organizations need to empower their managers with the right tools and resources.

- Provide managers the tools, resources and flexibility to promote well-being to their team.
- Educate managers on how they can support employee engagement and well-being — even if it's just posting talking points on your company intranet so they know how to approach well-being topics during 1:1 meetings.
- Give managers clear instructions on how to talk with employees about well-being and how to overcome hurdles or fears.

¹ www.quantumworkplace.com/hubfs/Website/Resources/PDFs/Workplace-Well-Being.pdf

² (Harris Poll, 2016)

³ (Zenger & Folkman, 2014)