



CARING FOR WELLBEING:
TINY NUDGES

LESSON 5 PLAYBOOK

THEWELLBEINGLAB

FROM THE MICHELLEMCQUAID GROUP

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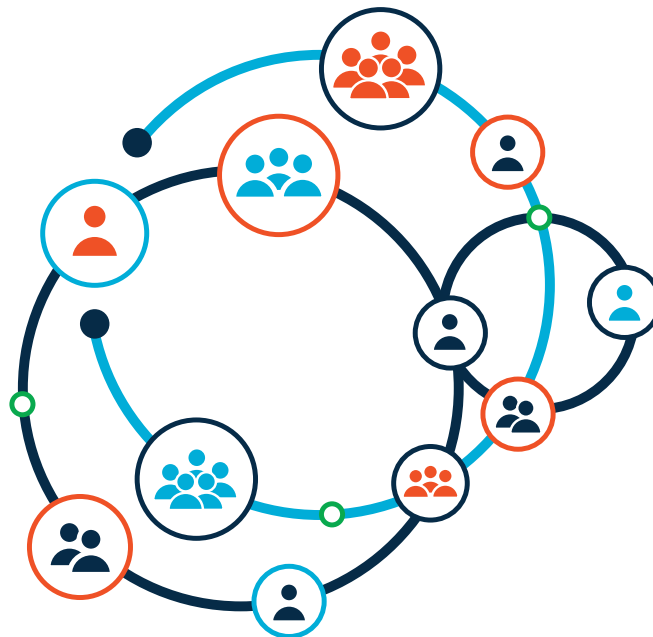
HOW CAN WE IMPACT WELLBEING ACROSS A WORKPLACE?

Workplace wellbeing is more than just the sum of how individuals within an organization are feeling and functioning. In fact, researchers suggest that workplace wellbeing is shaped by multiple interacting factors at the individual level, team/group level and organizational level and that there is a reciprocal impact at each of these three levels (Oades & Dulagil, 2017).

The reality is that caring for our wellbeing is not a solo endeavor. Our wellbeing perceptions, experiences, and behaviors are diverse and spread through a complicated web of social connections in our workplaces. For example, people with higher levels of wellbeing tend to enhance the wellbeing of their co-workers and even their customers (Lyubomirsky Sheldon, & Schkade, 2005).

This is why we structure our approach to caring for workplace wellbeing around:

- **THE ME LEVEL (INTRAPERSONAL)** – our individual choices to care for our wellbeing.
- **THE WE LEVEL (INTERPERSONAL)** – our relationships and ability to co-ordinate with each other (i.e. our colleagues, our team mates, our clients, our suppliers etc.).
- **THE US LEVEL (SYSTEMIC)** – our workplace environment (i.e., vision, values, culture, strategy, leadership, structure, policies, processes, communication, built environment, etc)



HOW CAN YOU MAKE CARING FOR YOUR WELLBEING EASIER?

Most people struggle to change their wellbeing behaviors, not because they lack willpower, but because they lack the knowledge, tools and support that make change easier. Professor B.J. Fogg has found that a behavior happens when the three elements of MAP come together at the same moment:

- **MOTIVATION** is your desire to do the behavior.
- **ABILITY** is your capacity to do the behavior.
- **PROMPT** is your cue to do the behavior.

Professor Fogg notes that we tend to make three mistakes when it comes to creating change:

- **JUDGING OURSELVES FOR LACKING MOTIVATION AND WILLPOWER.** But motivation and willpower by nature are shapeshifters and thus, not very reliable. For example, your motivation for self-improvement vanishes when you're tired, and your willpower decreases from morning to evening.
- **AIMING TOO HIGH.** We set vague aspirations and goals, instead of being specific about the tiny behaviors and actions we can start today.
- **EXPECTING PERFECTION.** When we fall short of our expectations, we whip out our inner critic and blame ourselves for failing to create change again. But behavioral change is most likely to happen when we feel good because we're embracing our mistakes as discoveries and using them to continue to experiment and move forward.

By keeping changes small and expectations low, studies have found that you can design around fair-weather friends like motivation and willpower. Professor Fogg's research has found that making your wellbeing behaviors radically tiny makes consistently caring for your wellbeing much more likely. Making your behavior easy to do not only helps it take root so it can grow big, but it also helps you hang on to it when the going gets tough.

So, let's create one tiny wellbeing nudge you can playfully experiment with for the next week. Just remember, your goal is not perfection; your goal is to keep practicing your wellbeing behaviors consistently.

WHICH WELLBEING FACTOR DO YOU MOST WANT TO PRIORITIZE?

Research shows us that we’re far more likely to stick with a behavior that we genuinely want to do – not a behavior that others may approve of, that we think we “should do”. To discover the PERMAH wellbeing factor you most want to prioritize, we’ll start by stepping on the scale below to see how you’re currently doing when it comes to caring for your wellbeing by thinking about your experiences and feelings over the last week. Using the scale of 0 (never) to 10 (all the time), how often has each of the following occurred?

		SCORE
POSITIVE EMOTION	I felt positive.	
ENGAGEMENT	I was interested and deeply engaged in tasks.	
RELATIONSHIPS	I felt respected and appreciated by others.	
MEANING	I felt the tasks I undertook were valuable and worthwhile.	
ACCOMPLISHMENT	I made progress towards reaching my goals.	
HEALTH	Physically, I felt strong and healthy.	

*Note: If you want to measure your PERMAH wellbeing factors more fully use our free wellbeing survey at www.permahsurvey.com.

Now as you reflect on your results, which PERMAH wellbeing factor do you **most want to** prioritize when it comes to improving your wellbeing abilities over the next week?

CHOSEN PERMAH FACTOR _____

[DOWNLOAD YOUR PERMAH SCALE POSTER](#)

WHICH WELLBEING BEHAVIOR WILL BE THE EASIEST FOR YOU TO TRY?

Often when we try to change our behaviors, we go too big, too hard, and expect results too fast. But when it comes to changing your wellbeing behaviors tiny is mighty, so shrink the change you want to make. Make it so small you can't possibly fail and then just try to do it each day for the next week. As your confidence and abilities grow, you can increase the duration, variety, complexity and frequency of your wellbeing behaviors as you continue playfully experimenting.

Write down as many different tiny wellbeing behaviors as you can – things you can try this week – that might help to improve this. You're not making any commitments in this step; you are exploring your options, so the more behaviors you can list, the better (don't feel limited by the number of spaces below). To help you, see the list of evidence-based wellbeing behaviors on the following page.

Looking at your list, consider how easy these wellbeing behaviors will be for you. Will you have enough time? Will you have enough money? Will you have enough energy? Are you physically capable of doing the behavior? Does the behavior require a lot of creative or mental energy? Does the behavior fit into your current routine?

Circle the tiny evidence-based wellbeing behavior that will be **the easiest** and that you most **want to** playfully experiment with over the next week to care for your wellbeing.

SUGGESTED TINY PERMAH WELLBEING BEHAVIORS

POSITIVE EMOTIONS

Create Jolts Of Joy

Reach for a favorite song, a funny video, or anything or anyone that makes you smile.

Connect With Nature

Get out in nature and drink in the wonder and timelessness of the world.

Savor The Good Things

Share a story of something good that's happened with someone you care about.

ENGAGEMENT

Align Your Strengths

Each day pick one task on your to-do list and write a strength you can draw on next to it.

Take A Strengths Pause

Between activities, pause, take a deep breath, ask which strength will I use next?.

Strengths Reflectio

At the end of each day take a few minutes to reflect on how you've used your strengths.

RELATIONSHIPS

Make Time To Connect

Invest in small moments of positivity by making each day to reach out to others.

Do A 5 Minute Favor

Each day take 5 minutes to help someone in your network.

Create Playful Breaks

Create a short play break each day to gather people virtually for a chat, share funny memes or music, tackle quiz questions or just playfully connect.

MEANING

Adopt A Service Mindset

What's one thing you could do today to make a positive difference for others?

Re-Frame The Mundane

Write down a task you dread today. Ask: What is it's purpose? Who does it help?

Schedule Real Breaks

We all need time to rest and recover. Schedule real breaks into your day and make sure you log off.

ACCOMPLISHMENT

Invest In Small Learning Wins

If there was one small step you could take to learn something new today what would it be?

Reflect On Your Learning Loop

At the end of each day ask what did I learn today? What did I try hard at?

Sit With Your Struggles

See your feelings of fear and anxiety. Sit and surrender as you breathe through the discomfort they bring. Then take the next small step forward.

HEALTH

Get Up Regularly

Every 60 - 90 minutes try to get up and move for at least two minutes.

East A Healthy Lunch

At lunch time get up and move away from your desk and take 10 minutes to eat.

Create A Bedtime Routine

Give yourself 30 - 45 minutes to wind down before bed each night with a regular routine.

DOWNLOAD YOUR PERMAH TINY WELLBEING BEHAVIORS POSTER

HOW CAN YOU CREATE AN EFFECTIVE PROMPT?

No behavior happens without a prompt to nudge us into action. An effective way to create a prompt is to anchor your wellbeing behavior to come after an existing habit you have already established. The good news is that you already have lots of experience designing prompts, even if you don't realize it. You've made a checklist. You've put a Post-It note on your computer. You've set up an alarm on your phone to remind you of something. You wear a Smart watch to alert you. In each case, you've added a prompt to trigger your desired behavior.

Make a list of the habits and nudges that already fill for your day and that **you never forget** to do and which would provide **a reliable and sensible anchor** for the wellbeing behavior you have chosen to follow. For example, getting out bed, traveling into work, getting your morning coffee, packing up to go home, etc. If you need help, see the list on the following page for common prompts that exist in most people's day.

Which of these existing anchor moments might work best for your new wellbeing nudge?

Consider the time of day, physical location and existing habits to identify a prompt that will make it easy to flow seamlessly into your new behavior. Circle the prompt you want to playfully experiment with that will provide the nudge you need to get started.

SUGGESTED TINY NUDGES

MORNING	MID-DAY/ANYTIME	EVENING
<ul style="list-style-type: none"> • Sit up in bed • Turn off my alarm • Turn on my phone • Flush the toilet • Turn on the shower • Hang up my towel • Turn on the kettle • Make my coffee • Eat my breakfast • Brush my teeth • Make the bed • Get dressed • Tie my shoes • Put on my watch • Pack my bag • Walk out of the house • Turn on my computer • Write my to-do list • Check my diary 	<ul style="list-style-type: none"> • Get in the car/on the bus • Drink a cup of coffee/tea/water • Go to the bathroom • Wash my hands • Sit down • Park the car • Open the fridge • Eat my lunch • Check my phone • Hang up the phone • Check social media • Finish a meeting • Tick off a task • Pack up for the day • Walk out of work • Say goodbye to someone • I arrive home from work • Turn on/off a light 	<ul style="list-style-type: none"> • Unlock/lock my front door • Walk in the door after work • Hang up my keys • Take my shoes off • Sit down on the couch • Get back from the gym/class • Turn on/off the TV • Cook dinner • Sit down to eat • Put away the dishes • Hang up the dog leash • See my family/a friend • Get undressed/put on pjs • Turn off the heater • Turn off my phone • Brush my teeth • Write in my journal • Get into bed

DOWNLOAD YOUR TINY NUDGES POSTER

CAN YOU CREATE A TINY WELLBEING NUUDGE?

I WANT TO ...

I CAN DO ...

MY NUUDGE TO ...

MOTIVATION

Which PERMAH wellbeing factor do you most **WANT TO** prioritize when it comes to improving your wellbeing abilities over the next week?

ABILITY

Which tiny evidence-based wellbeing behavior that will be the easiest to playfully experiment with over the next week to care for your wellbeing?

PROMPT

Consider the time of day, physical location and existing habits to identify a prompt that will make it easy to flow seamlessly into your new behavior.

I WILL SAVOR & CELEBRATE BY: _____

HOW WILL YOU TRACK YOUR PROGRESS?

The more frequently we experience a positive sense of progress, the more likely we are to feel motivated, optimistic, satisfied and connected to others. Place your tiny wellbeing nudge from the previous page somewhere you will see it each day to remind you what you're working towards. Then, create a victory wall to visually record your day-by-day accomplishments as you complete your tiny wellbeing behavior. As you mark off your daily achievement humbly savor the progress you are making.

Sometimes your tiny wellbeing nudges take hold quickly and joyfully. Other times they need tweaking. If you find you're struggling, then keep playfully experimenting and ask yourself: what is making this behavior hard to do?

- Do you have enough **time** to do the behavior?
- Do you have enough **money** to do the behavior?
- Are you physically **capable** of doing the behavior?
- Does the behavior require a lot of creative or mental **energy**?
- Does the behavior **fit** into your current routine?

You may find that you need to choose a different wellbeing behavior that is easier or more exciting for you right now.

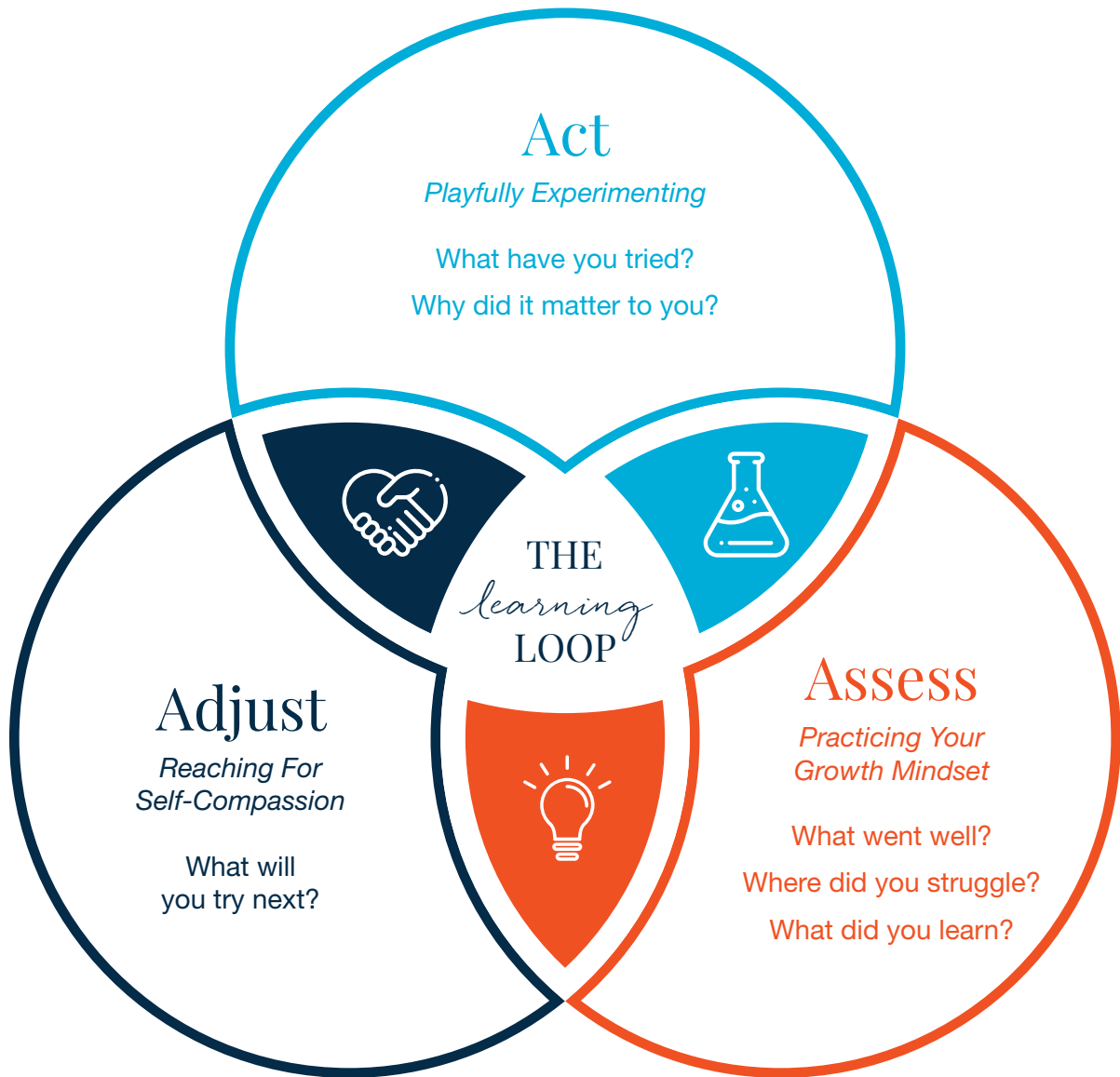
It might help to shrink your chosen wellbeing behavior and make it even tinier. For example, while your desired wellbeing behavior might be running, the starter step is simply putting your running shoes on when you first get up in the morning.

It might be that your chosen tiny wellbeing behavior feels too tiny to be meaningful and needs scaling up slightly.

Or perhaps a different prompt or more authentic form of celebration will work best for you.

You have complete permission to experiment until you find what works best for you when it comes to caring for your wellbeing.

THE LEARNING LOOP



McQuaid & Melville, 2019).

[DOWNLOAD YOUR LEARNING LOOP POSTER](#)

HOW WILL YOU CELEBRATE YOUR SUCCESS?

Researchers have found that celebrating your success is a powerful catalyst for change. It turns out that it is not repetition, but emotions – particularly the feeling of intensely and authentically celebrating your progress – that builds your wellbeing habits. Take a moment to reflect on what you do when you feel really happy and successful – do you smile, shout “oh yeah!”, mentally pat yourself on the back, or take a victory lap?

Note down below any immediate, joyous and genuine ways you can celebrate your tiny changes. If you need help, see the list on the following page for tiny, but mighty ways you can celebrate your wellbeing behavior.

Celebrating can feel a little strange at first, but be in no doubt that celebrating your progress lights up your brain’s reward system, which reinforces your desired behaviors. Circle one form of celebration you want to playfully experiment with over the next week to support your chosen tiny wellbeing behavior.

TINY NUDGE CELEBRATIONS

- Shout, “Yippee!”
- Run a victory lap
- Dance on the spot
- Clap your hands
- Sing, “I am the champion.”
- Fist pump
- Give yourself a high-five
- Pat yourself on the back
- Smile and feel satisfied
- Stamp your feet up and down
- Wink and say, “You’ve got this.”
- Smile at yourself in mirror
- Say, “Yes, I did it!”
- Think, “That was awesome.”
- Bask in an inner glow
- Nod your head confidently
- Give yourself a thumbs up

- Tell yourself, “Good job!”
- Lead a chant for yourself
- Give yourself a cheer
- Rotate hips & say woohoo
- Jump up and down
- Do a little shuffle
- Say, “Bingo!”
- Think, “Nicely done.”
- Laugh out loud
- Click your heels together
- Leap in the air
- Spin around and say, “Oh yeah!”
- Look to the sky and make a V with arms
- Strike a power pose
- Rub your hands together
- Whistle
- Take a deep breath and say, “Yes.”
- Sing, “Simply the best.”
- “I’ve got this” finger snap

- Tick it off a list
- Take a bow
- Whoop
- Snap your fingers
- Throw something in air
- Mindfully savor the moment
- End zone dance
- Raise both arms, “Score!”
- Blow a kiss to yourself
- Wiggle your whole body
- Hum a song
- Jump up and click heels
- Cartwheel
- Short tap dance
- Hug yourself
- Tap fist to heart 3 times
- Hi-five nearest person
- Shout, “Yeah, baby!”
- Ring a bell
- Let your heart swell with pride
- Savor a moment of appreciation

[DOWNLOAD YOUR SAVORING SUCCESS POSTER](#)



CARING FOR WELLBEING:
SPARKING CONVERSATIONS

LESSON 6 PLAYBOOK

THEWELLBEINGLAB

FROM THE michellemcquaid GROUP

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HOW DO CONVERSATIONS SHAPE OUR WELLBEING?

We each long to be seen, respected and valued. Perhaps this is why researchers have found that in our most satisfying interactions, no matter how well you know the other person or how long or frequent your encounters, it is in the experiences where you are present and accepting and supportive of each other that you feel truly connected (Deci & Ryan, 2017).

Dr. Margaret Wheatley explains (2009) that when we come together and talk about what is important to us, we begin to come alive. We share what we see, what we feel, and what we have experienced. We talk about our hopes, our fears, our victories and our regrets, and most importantly about what we are learning. We make sense of our world, we are comforted by our connections, and find purpose in the positive difference we can make for each other.

Although we each benefit individually from good conversations, we also discover that we were never as separate as we thought. As Margaret notes: “Conversation is the way we discover how to transform our world together.”

Change doesn’t happen because someone announces the plan. Change begins from deep inside a human system when a few people respond to a dream of what’s possible or notice something they will no longer tolerate. When we find others who care about the same thing and start talking, together we figure out what our first step is, then the next, and the next. As we keep talking and learning from each’s experiences and interpretations, we see things in richer detail, gain a better understanding of the dynamics, remember we are each connected, and become clearer on the actions we want to commit to in order to make change happen.

As Margaret observes: “Very great change starts from very small conversations held among people who care.”

HOW DO QUESTIONS SHAPE THE ACTIONS WE TAKE?

The topics we choose and the questions we ask set the stage for the conversations we spark and the actions we take. They set in motion the learning, knowledge sharing, and action we take, because people move in the direction of what they deeply and persistently talk about.

While this sounds simple enough, researchers have found that the human brain is wired with a negativity bias that means we are generally far more adept at focusing on the weaknesses we feel need fixing than we are at identifying and building on strengths. As a result, researchers estimate that most people focus 80% of their efforts on deficit-based thinking, and only 20% on looking for ways to build on their individual and collective strengths (Cooperrider & Godwin, 2011).

In order to thrive, researchers suggest that we need to flip this balance. Why? As one of the world’s leading change thinkers, Peter Drucker, explained (1966), “It takes far less energy to move from first-rate performance to excellence than it does to move from incompetence to mediocrity.”

The good news is that we share strengths that can be built upon. The even better news is that by asking generative questions that surface these strengths, we can see our old limitations in new ways that reveal the true, the good, and the possible. To be clear, a generative question does not simply focus on the positive. Rather Dr. Gervase Bushe notes (2013) that generative questions capture people’s energy and interest by sparking conversations that are meaningful and kindle hope for new possibilities and actions.

Generative questions can be created by:

- Framing It: What’s the everyday question you ask? For example, How was your week?
- Flipping It: What words can you tweak to help someone hear this everyday question in a new way that surfaces the true, the good, and the possible? For example, What lit you up last week?

Examples:

EVERYDAY QUESTIONS	GENERATIVE QUESTIONS
How are you feeling?	What’s working well when it comes to caring for your wellbeing?
What’s on for the weekend?	What are you most looking forward to this weekend?
How is your work going?	What's lighting you up at work?
How was your week?	What was the best part of your week?
What have you been up to?	What have you done recently that you’ve loved?

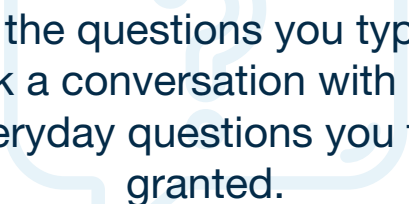
YOUR GENERATIVE QUESTION GENERATOR

WHAT'S THE EVERYDAY QUESTION YOU ASK ...

HOW CAN YOU MAKE THIS QUESTION GENERATIVE ...

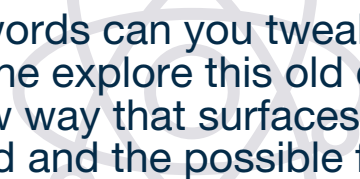
FRAME IT

What are the questions you typically ask to spark a conversation with others?
The everyday questions you take for granted.



FLIP IT

What words can you tweak to help someone explore this old question in a new way that surfaces the true, the good and the possible for them?



CAN YOU SPARK A CONVERSATION THAT ENABLES THRIVING?

Appreciative inquiry (AI) is a generative conversation process designed to discover what gives “life” to people – individually and collectively – when they are at their most effective, alive, and capable (Cooperrider, 1986). Underpinned by the social constructionist premise that people move in the direction of what they most deeply, rigorously, and persistently ask questions about, and by the strengths-management philosophy that we learn little about excellence by studying failure, appreciative inquiry provides us with a simple 5D cycle to guide a system towards thriving (Cooperrider & Whitney, 1998).

The 5D cycle includes:

- **DEFINE** – The choice of words to guide a system reverberates through the stories it tells and the actions that are taken. For example, questions about ill-health elicit stories of what’s gone wrong and focuses our efforts on fixing these problems. Whereas, questions about wellbeing uncover stories of what’s working well and concentrates our efforts on building on these successes. This is why appreciative inquiry conversations are defined at the outset by a generative topic of inquiry that allows us to see old things in new and more hopeful ways.
- **DISCOVERY** – People’s strengths are uncovered by asking about the “best of what is and what has been.” By asking generative questions that allow individual and collective strengths to be surfaced, people’s enthusiasm, confidence, and commitment to change can be elicited (Whitney & Cooperrider, 2000).
- **DREAM** – People’s strengths are magnified by asking “what could be possible?” By asking questions that stretch people’s imagination and anticipate what positive progress, achievements, breakthroughs, and end results could look like in the future, people realize they have the power to make things happen (Whitney & Trosten-Bloom, 2003).
- **DESIGN** – People’s shared hopes begin to be realized by asking “how might we?” By asking questions that suggest that an answer is possible and giving people the opportunity to answer it in multiple ways, a launchpad for new collaborations is provided as knowledge, networks, and resources are generously shared to realize the collective purpose (Bushe & Kassam, 2005).
- **DESTINY** – People are empowered to self-organize to realize “what will be.” By asking questions that are a genuine and voluntary invitations to take responsibility for the things people feel passionate enough to follow through on and honor their energy, self-organization is ignited to deliver agreed actions with speed, dexterity, and collaboration rarely seen (Bushe, 2015).

THE APPRECIATIVE INQUIRY 5D CYCLE



APPRECIATIVE INQUIRY QUESTIONS



When it comes to [insert generative topic]

...what's working well?
Connect with what's worked well in the past.

...what's been your best experience?
Reconnect with strengths and good experiences.

...what's been your most surprising experience?
Discover the innovative and unexpected.

...what's been your most successful experience?
Counter the brain's negativity bias and savor successes.



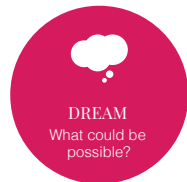
If we could consistently build on those strengths ...

...what could be possible?
Let go of limitations, and get honest with aspirations.

...what is your greatest hope?
Own the changes you want to see.

...what would you be proudest of achieving?
Imagine what could be achieved by using strengths.

...what would be your one want-to goal?
Move beyond "have-to" or "should-do" goals.



Based on the hopes described ...

...how might we move from where we are to where we want to be?
Identify the potential pathways and manageable steps. .

...what are the three most important steps?
Prioritize the actions required.

... what pathways forward would you most like to prioritize?
Align actions with hopes, values, and strengths.

...what are the smallest changes that would have the biggest impact?
Identify the smallest steps for the biggest impact.



Given the pathways identified ...

...what one action would you most like to take in the next 24-48 hours?
Encourage timely action.

...what if-then plan can you put in place?
Spell out if I am in this situation, then I will...

...what tiny habit would you most like to create?
Bootstrap brains into sustainable action.

... what support will you need to move forward?
Identify the physical, psychological, and social resources.



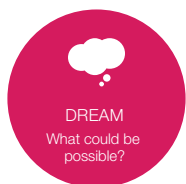
CAN YOU DESIGN A WELLBEING CONVERSATION?



When it comes to helping each other care for wellbeing ...



If we could consistently build on those strengths ...



Based on the hopes described ...



Given the pathways identified ...



GOOD CONVERSATIONS GUIDE

Dr. Margaret Wheatly suggests (2009) that good conversations need us to:



REMEMBER CONVERSATIONS ARE THE WAY PEOPLE THINK TOGETHER

Language gives us the means to know each other better; it is why we invented it.



ACKNOWLEDGE EACH OTHER AS EQUALS

Conversation is an opportunity to meet together as people who need each other, not as our titles or roles. None of us have all of the answers.



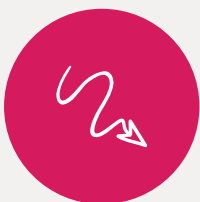
SLOW DOWN SO PEOPLE HAVE TIME THINK AND REFLECT

Stepping into the opportunity to slow down and talk with each other, listen to each other, and connect with each other is one of the gifts good conversation provides.



STAY CURIOUS AND LET GO OF THE TENDENCY TO JUDGE OTHERS

Curiosity helps us discard our masks and create safe spaces for us to let down our guard and show genuine interest in each other.



EXPECT IT TO BE MESSY AT TIMES

Life doesn't move in a straight line and neither does a good conversation. What's important is that every voice has the opportunity to be heard as we settle into conversation with each other.

WANT MORE?

For more ideas, be sure to check out other ways you can boost your wellbeing:



Gain greater confidence and capability to provide high impact PERMAH Wellbeing Survey tool debriefs for teams, divisions and organizations. Gain deep behind the scenes knowledge of the questions, calculations, and research behind the globally renowned wellbeing tool and receive a detailed organizational debrief guide to support your efforts. **Just click here.**



Completely confidential and taking less than five minutes to complete the PERMAH Wellbeing Survey immediately delivers actionable insights, practical tools, and a personalized easy-to-apply plan to make caring for wellbeing more meaningful and effective. **Just click here.**



Would you like to discuss your PERMAH Wellbeing Survey results with someone who has the latest wellbeing science at their fingertip and who is able to support you with practical, impactful next steps to care for your wellbeing? Then book a debrief with one of our highly sought-after wellbeing coaches. **Just click here.**