



THE
PERMAH
WELLBEING
SURVEY
FOR WORKPLACES

WORKPLACE DEBRIEF GUIDELINES

THEWELLBEINGLAB

A MICHELLEMCQUAID PROGRAM

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DEBRIEF GOAL

The goal of your debrief session is to help workplaces dig deeper into and add value to the data and insights provided in their PERMAH Wellbeing Survey Workplace Results. The purpose of the debrief is to support participants to better understand what the report is telling them about the wellbeing of their people, as well as guide them towards taking a more informed, strategic, and impactful approach to supporting and caring for the wellbeing of their people, through a systems lens (at the individual, team/divisional and organizational level).

You want them to come away from the debrief:

- **Thinking** – “We have a better understanding of how we can help care for wellbeing in our workplace based on our workers’ unique needs, resources, and shared hopes.”
- **Feeling** – “We feel confident and excited about opening up conversations across the workplace about what this data tells us about caring for wellbeing and how we can identify ways to care for wellbeing in the workplace.”
- **Doing** – “We’re ready to share the data and use the insights to improve the levels of wellbeing literacy and wellbeing action across the workplace.”

DEBRIEF DURATION

The PERMAH Wellbeing Survey Workplace Results debriefs are typically 60 minutes in duration and are designed for workplace leaders to gain a deeper understanding of their organization’s aggregated PERMAH Wellbeing Survey results. They are designed to be quick, insightful, and actionable sessions.

DEBRIEF PREPARATION

It is recommended that in preparation for your debrief session:

- Provide debrief participants with the **Workplace Results Report** – at least 24 hours before the debrief. Ensure in your communications with them, that they know that you will walk them through the report insights during the debrief, so there is no need to read the report prior, but that they are very welcome to do so should they wish to.
- Seek information from your key contact about the internal/external context in which The PERMAH Wellbeing Survey was taken. Remember context is everything, and context changes, sometimes even in between taking The PERMAH Wellbeing Survey and receiving a debrief. **Not only is this likely to shed more light on their results, but it will also provide insight into their current attitudes and awareness around wellbeing, which can help you tailor your debrief to “meet them where they’re at.”**

- Ask your key contact whether there are any particular topics/aspects of the report/survey/ available steps they would like to focus on during the session. It's not essential for them to respond, but if they do, it can be useful to know ahead of time as it helps you to help them to make the most of your time together.
- Thoroughly review the report findings AND CSV file for anecdotal feedback and state of wellbeing/response correlations and make notes about key highlights/trends to deepen your debrief. Allow up to 30 mins for this.

Please note – your debrief participants and/or key contact may have the Workplace Wellbeing Plan. This is not the primary focus of your debrief, unless otherwise agreed prior, however, you may wish to provide examples of how debriefed participants could address particular areas of data with workplace activities/approaches if appropriate. Your focus will be on the results of their survey.

SURVEY NOTES

REPORT SAMPLE

People are already given a lot of information and guidance in their **Result Report, Wellbeing Plan** and **FAQ guide**.

SURVEY QUESTIONS

All of the survey results are a response to questions such as:

- Take a moment and consider how well you have felt and functioned over the past two weeks.
- Indicate the extent to which you agree with each of the following statements, ranging from 0 (not at all, 0%) to 10 (completely, 100%).

You can see the full set of PERMAH Wellbeing Survey questions answered by participants, and which questions inform which PERMAH Wellbeing Survey report measures, **by clicking here**.

REPORT COMPARISON DATA

The population comparison results, shaded in grey in the report, are based on the means gathered from our data with workplaces from more than 50 different countries around the world. This can be used as a general benchmark, but ideally over time with repeated surveys, a more reliable benchmark based on their own workplace would be established to guide insights.

SUGGESTED DEBRIEF AGENDA

To help guide you a suggested agenda for the debrief is given below. Sixty minutes may seem like lots of time, but it really does fly by, so be mindful of the time and try to help them get the most that they can out of the conversation. Remember, your goal is not to provide a comprehensive workplace wellbeing strategy session. The focus of your session is around the PERMAH Wellbeing Workplace Survey Results Report and interpretation, and value-adding to the data presented in their report. If they want additional support to discuss and/or implement a wellbeing strategy, then that is a great next step after your conversation.

WELCOME + CONNECT: Give everyone a warm welcome, introduce yourself, the purpose of your time together, and quickly build psychological safety in the group. Know who you are talking to and take the time to find out their names, positions and what they are wanting to get out of the session if they have anything in particular in mind.

Note – if you are online, ask if they would like the call recorded, and you can send them a link afterward.

AGREE ON THE FOCUS: Acknowledge that 60 minutes is not long and let them know that you'll be walking them through their report insights with time for questions throughout. If you've agreed prior on a particular area of focus, let them know that these will be covered and if there was feedback from the group in the welcome and connect section regarding areas of interest, ensure you acknowledge these and cover them in your debrief as you go.

WALK PARTICIPANTS THROUGH THE REPORT DATA: We'd recommend you use the SNAPshot lens (covered in detail in the next section) to organize the way you will guide the debrief conversation, and that you share your screen/project the report on screen if you are in person so that you can show the section of the report you are talking about as you are talking about it. Introduce the SNAPshot acronym to provide participants a roadmap for the debriefs.

ADD VALUE AS YOU GO: Bring the data to life through contextualized examples, anecdotal feedback, and trends you identified in their report CSV file, reference The PERMAH Wellbeing Survey questions that informed particular measures if needed, for example, and invite participants to proactively ask questions as you go so that you have the opportunity to clarify and contextualize relevant points. Dive into their questions – staying mindful of time – as best you can. Never be afraid to say you want to check something and come back to them on email after the call if they are asking for data or insights, you are unsure about. Use the questions provided to help them reflect further on the data. Prompt them to consider the wellbeing conversations the data might open up in their workplace.

LEAVE ON A PEAK END:

Don't rush the ending! Let them know when they have about 10 minutes left.

Reframe: Give them a 'highlight reel' of their key take away's from the report.

Rewire Reminder:

- Where they're at in terms of wellbeing data today doesn't predict what they and their people are capable of, it's just a starting point.
- Wellbeing doesn't equal struggle free.
- There are lots of simple things that individuals, teams, and organizations can do to care for their wellbeing, and when it comes to wellbeing, tiny actions can make a mighty change.
- Wellbeing is everyone's responsibility – individuals, teams, and the organization. We all play an important role both in our wellbeing and the wellbeing of those around us.

Reinforce:

- The path to feel good and do well for each of us will be slightly different but there are common wellbeing AMPlifiers and wellbeing factors that help us to better care for our wellbeing – the PERMAH Wellbeing Survey helps individuals, teams, and organizations measure, monitor, and more intelligently care for the wellbeing.
- What gets measured gets managed – don't set and forget the PERMAH Wellbeing Survey, take it at regular intervals.
- Congratulate them for taking the survey and reinforce the value of the survey both for them and their staff – they've already made a positive difference just by providing the survey.
- Thank them for supporting their people their involvement in the debrief session and the prioritization of their time to participate.
- Let them know that if they need any further support there is support available and you'd be happy to help them.

*If you've recorded the call, let them know that you will also send a link with these details.

SNAPshot DEBRIEF STRUCTURE

The PERMAH Wellbeing Survey Workplace Results report provides recipients with a wealth of data and we need to make this as easy and digestible for our audience as possible. For this reason, we recommend debriefing the report around 4 key themes, using the acronym 'SNAP'. Why SNAP? Because their results provide a "SNAPshot" of their workplace at the moment in time when their staff completed the survey.

(S) SAMPLE INSIGHTS

Cover:

- Review and contextualize sample demographics

(N) NUMBERS INSIGHTS

Cover:

- The State of Wellbeing
- Workplace Outcomes
- The Wellbeing AMPlifiers

(A) ACTIVATION INSIGHTS

Cover:

- The PERMAH factors at me (individual), we (team), and Us (organization) levels
- The Wellbeing Nutrients (Belonging, Competence, Autonomy, Diversity & Inclusion, Resources, Physical Safety)

(P) PERSONALIZATION INSIGHTS

Cover:

- The State of Wellbeing x PERMAH Factors
- The State of Wellbeing x Wellbeing Nutrients
- Wellbeing Struggles
- Wellbeing Barriers
- People They Ask For Help
- Valued Forms Of Support

When you debrief the report, rather than going through all of the data we recommend choosing a couple of key charts to help create a SNAPshot of our learnings from the data.

(S) SAMPLE INSIGHTS

Data Covered:

- Demographic highlights

SAMPLES OF LESS THAN 30 PEOPLE

If the sample population is smaller than 30 people demographic data is not provided in the final report in order to protect people's confidentiality. We do not recommend that demographics breakdown are provided for samples smaller than 30. For data collected from sample sizes under 30 respondents, be mindful that individual variations in data have a more pronounced impact on the overall scores.

Look for insights, relevant to interpreting the data - for example:

- Number of completions vs invites for the survey
- Number of managers/leaders vs staff
- Men vs women
- Other demographic highlights

SAMPLES OF MORE THAN 30 PEOPLE

If the workplace sample comprises more than 30 people, their results report will contain a breakdown of the demographics of survey respondents. It is worth noting the demographics of the survey participants and how this compares to the general population of the workplace so the people you are debriefing remain mindful of whose data the report is representing.

Look for insights, relevant to interpreting the data - for example:

- Number of completions vs invites for the survey
- Number of managers/leaders vs staff
- Men vs women
- Other demographic highlights

(N) NUMBERS INSIGHTS

Data Covered:

- The State of Wellbeing
- Workplace Outcomes
- The Wellbeing AMPlifiers

Note: It can be helpful to draw participants' attention to the following overarching score ranges, which can assist them with interpretation. These are listed on page 8 of the report.

Studies have found that:

SCORE RANGE	INTERPRETATION
59 or below	Generally, an indicator that your worker's wellbeing is struggling and requires attention, action, and assistance.
60 - 69	Lower than is ideal and may require attention, action, and assistance if sustained over time.
70 - 75	The healthy average. Many workers consistently score in this range.
76 - 100	Exceptionally healthy. However, it is healthy for your workers' levels of wellbeing to ebb and flow. So if your workers scored close to 100 on all factors in repeated surveys, this may suggest a lack of psychological safety to honestly tell you how they are feeling.

THE STATE OF WELLBEING

**People's states of wellbeing are a reflection of a single question they answered at the end of the survey. Asked to take everything into account over the last two weeks, they chose which of these states best describes the way they have been feeling.*

How is their workplace distributed across the states of wellbeing? What impact might this be having on workplace wellbeing?

Levels of thriving help us to assess people's ability to feel good and function effectively as they navigate life. As you might expect, the higher people's levels of thriving, generally, the better their levels of wellbeing. People's levels of struggle help us to assess what is happening around them that may impact their wellbeing and how they are navigating these challenges. We don't define what constitutes a struggle. It may be a one-off event or a life-long challenge. Generally, we find that even if people's levels of struggle are quite high, provided that they also have high levels of thriving, they're

statistically just as likely to be engaged and satisfied in life and perform just as well as someone who is high in thriving but lower in the struggle.

This is because feelings of struggle or stress are not signs that people are breaking. They are signs that something important for them is unfolding, which needs their attention. When they have the knowledge, tools, and support that enable them to be high in thriving, they can respond to these signs in ways that enable healthy learning and growth, and build their levels of resilience.

- **Consistently thriving:** Generally, we find that 10-20% of people in a workplace are *consistently thriving*. This is a healthy outcome, and if it is being met, the question then becomes “*What’s working well for these people and how can they sustain what is working well for them when it comes to caring for their wellbeing?*” based on the rest of the data insights, and “How can the workplace learn from these people to help others thrive?”
- **Living well despite struggles:** Generally, we find that 30 – 35% of people are *living well despite struggle* in most workplaces. This is a healthy outcome, as these people are often the most resilient in the workplace. If this outcome is being met, the question then becomes, “*What’s working well for these people and how can they sustain what is working for them and enabling their resilience?*” based on the rest of the data insights, and “How can the workplace learn from these people to help others navigate struggle?”
- What might surprise you is that we generally find that even if people’s levels of struggle are quite high, provided that they also have high levels of thriving, they’re statistically just as likely to be satisfied with their life as someone who is high in thriving, but lower in the struggle. This is because feelings of struggle or stress are not signs that people are breaking. They are signs that something important for them is unfolding and needs their attention. When they have the knowledge, tools, and support that enable them to be high in thriving, they can respond to these signs in ways that enable healthy learning and growth and build their levels of resilience.
- **Not feeling bad, just getting by:** Generally, we find that 30-40% of people in a workplace are not feeling bad but are just getting by. This outcome in itself is not alarming, given that these people are either a) identifying that there is no reason they couldn’t be thriving other than that they lack the knowledge, tools, and support to do so, or b) struggling but don’t feel comfortable owning this even to themselves. Understanding how to help this group access the knowledge, tools, and support they need to move up the thriving continuum is key in order to minimize the risk that when struggle strikes – as it does for all of us at some time – they may slip back towards *really struggling*.
- The Wellbeing Lab’s most recent research reports suggest that there may be an increased number of people sitting in this category while they “tool up” in order to proactively manage their wellbeing in a significantly different environment (post-COVID). These people may be experiencing more anxiety than pre-COVID. However, many are “utilizing” this anxiety proactively

to take corrective action, so in this way, the anxiety is actually moving them in a positive direction as they pivot their approach to their wellbeing management.

- *Really Struggling*: Generally, we find that 5-10% of people in a workplace are *really struggling*. While this outcome is not ideal, and those supporting workplace wellbeing should be mindful of what resources they are providing to support people who are *really struggling*, it is also unrealistic to expect that there would never be anyone in this group, unless it is a very small sample size. Sometimes this state is temporary and caused by a family, life, or work event – like losing someone they love – and if that is the case, helping them learn to care for their wellbeing and give themselves space and support to heal can allow them to increase their levels of thriving over time. However, if this state is more permanent – for example, due to physical or mental ill-health, financial struggle, or caring for others – their ability to move from this state will be much more challenging.
- It is worth being mindful that some studies suggest that introducing wellbeing programs for people who are *really struggling* can have a negative impact on people’s wellbeing due to the added pressure to “be well.” In order to do no harm to these workers, it is vital that wellbeing initiatives normalize struggle.

WORKPLACE OUTCOMES

**Workplace Outcome scores are multi-item measures at the individual, team, and organizational levels.*

How engaged and satisfied are workers in their workplace when it comes to caring for their wellbeing? What impact might this be having on worker’s levels of performance?

Levels of worker engagement, performance, and satisfaction are a reflection of how their people feel things are going at an individual, team, and organizational level in their workplace, and the impact this is having on key business outcomes.

Caring for wellbeing is neither a solo endeavor nor a one-off exercise. Instead, wellbeing perceptions, experiences, and behaviors spread through a complicated web of social connections over time. The perceived levels of wellbeing commitment provide a gauge as to how committed people feel their workplace is when it comes to helping them care for their wellbeing. It is an indicator of the social support that exists within a workplace to prioritize wellbeing.

People’s levels of engagement, performance, and satisfaction provide an overall indicator of how people feel about their workplace. It doesn’t tell why people might be engaged or satisfied but rather offers an easy way to check in on how your people feel about working in their organization. This data can also be an interesting way to further analyze the relationship between the different states of wellbeing and how people feel about their workplace. This analysis can be done with the client .csv data file and The PERMAH Wellbeing Survey Workplace excel template.

WELLBEING AMPLIFIERS

**Wellbeing ability, motivation, and psychological safety scores are multi-item measures.*

What are worker's levels of wellbeing ability, motivation, and psychological safety? And what impact might this be having on their states of wellbeing?

While studies have found some demographic differences in people's states of wellbeing – for example, men tend to be more likely to be *consistently thriving* than women – statistically, it is more likely that people who have higher levels of thriving also have higher levels of wellbeing ability, motivation, and psychological safety to help them navigate life's challenges.

- **Wellbeing Ability** is someone's capacity – the knowledge, tools, and opportunities - to take actions that care for their wellbeing. Studies suggest (Fogg, 2019) that the most reliable way to improve our abilities is to start with small wellbeing behaviors that we can do consistently and be successful at immediately. This gives us the opportunity to build on our wellbeing strengths and as our abilities and confidence grow, we can experiment with more challenging wellbeing behaviors over time.
- **Wellbeing Motivation** is someone's commitment to consistently prioritize caring for their wellbeing. Too often we focus on abstract desires and outcomes (we want to be happier, healthier, wealthier) and the things we feel we "should do." As a result, our motivation fluctuates (one moment we have it, and the next it's gone). Sustaining our motivation requires clear future aspirations or measurable outcomes (our 'why,' e.g., I want to be fitter) that is matched to small, specific, high impact behaviors that we want to do (our 'how,' e.g., run for 10 minutes each morning) and can succeed at.
- **Psychological Safety** – Thriving in the face of ongoing struggle not only requires skills and ongoing commitment, but also the support of others around us. Psychological safety exists when we have safe spaces to talk openly and honestly about how we're trying to care for our wellbeing, what's working well, where we're struggling and what we're learning without the fear of being judged.

Our studies suggest that because it is healthy for people's levels of wellbeing to ebb and flow based on the choices they are making and what is happening in the world around them, the real goal for wellbeing efforts is not to achieve perfect wellbeing scores but to steadily amplify people's capabilities to care for their wellbeing over time.

Again, scores of 70 to 75 are healthy averages for these measures, and any upward trend is a good indication that the investments they are making are having a positive impact. It is worth noting, however, that motivation is harder to shift than ability, and is more easily positively and negatively influenced by moment-to-moment circumstances for workers, so this can be more erratic. Focusing on skill and confidence building, safe spaces to share and experiment, shrinking the difficulty of change efforts (think tiny habits, for example), and ramping up experiences of success help people increase their motivation.

(A) ACTIVATION INSIGHTS

Data Covered:

- The PERMAH factors at me (individual), we (team), and Us (organization) levels
- The Wellbeing Nutrients (Belonging, Competence, Autonomy, Diversity & Inclusion, Resources, Physical Safety)

**The PERMAH wellbeing factor scores are multi-item measures.*

What were their PERMAH scores? Which PERMAH factors might be supporting people's levels of wellbeing? Where do they seem to be struggling? What might they focus on next?

In which PERMAH factors, and in which domains, are people struggling and/or thriving? How might this be impacting people's states of wellbeing in the workplace?

One way to understand, measure, and act on evidence-based approaches for caring for wellbeing is by drawing on Professor Martin Seligman's PERMAH Framework, which points to six wellbeing factors that enable us to feel good and function well: Positive Emotions, Engagement, Relationships, Meaning, Accomplishment, and Health. Different wellbeing factors are important for different people, teams, and organizations, and it is natural for each factor to vary across time, situations, and experiences, but feeling poorly in one area generally results in feeling poorly in others as well.

A workplace's goal should not be to get perfect wellbeing scores – this would not be healthy or realistic, as our wellbeing levels are meant to ebb and flow so we can adjust to the world around us and learn and grow. Rather, the goal is for the PERMAH factors to consistently fall within a healthy to an exceptionally healthy range of 70 to 90. We have found that people who report that they are *consistently thriving* tend to score higher than 80 on most elements, workers who are *living well despite struggles* tend to score 75 on most elements, while people who are not feeling bad but just getting by tend to score 65 on most elements, and people who are *really struggling* tend to score 55 or less on most elements.

Overall, we've found that Relationships tend to lead the way for most of us when it comes to our wellbeing, followed closely by Meaning, Accomplishment, and Engagement, and then Positive Emotions and Health. There is an interesting study of PERMAH scores across samples in the US, UK, and Australia [here](#) if you are interested in learning more.

Also as noted earlier, wellbeing habits, attitudes, and actions spread through a complicated web of social connections around us, which is why we measure a workplace's PERMAH scores at an individual, team, and organizational level. Generally, we find that most individuals in a workplace have reasonably healthy and stable scores across the PERMAH factors – even in the midst of a global pandemic. For many people, their family is a source of wellbeing support, while their organization offers scores slightly lower.

WELLBEING NUTRIENTS

Which workplace wellbeing nutrients are likely to be supporting people's levels of wellbeing? Which wellbeing nutrients might be making it harder for people to thrive in this workplace? What impact might the wellbeing nutrients in this workplace be having on people's states of wellbeing?

**The wellbeing nutrients scores are multi-item measures.*

Workplace norms, attitudes, and actions can undermine or amplify people's experiences of wellbeing. While researchers are still discovering the optimal workplace wellbeing support factors, studies have found that environments that enable people to fulfill their basic psychological needs of:

- Autonomy (the freedom to be self-directed and act in alignment with values)
- Competence (support to learn and grow)
- Belonging (connecting deeply with others)
- Inclusion and diversity (cultural fit and ability to bring their whole self to work)
- Physical safety (shared perception of being safe at work)
- Resources (adequate resources to do their jobs)

make it more likely people will be motivated, energized, and willing to act when it comes to caring for their wellbeing.

Again, scores of 70 to 75 are healthy results for these nutrients, and any upward trend is a good indication that the investments they are making are having a positive impact. While different wellbeing nutrients are important for different workplaces, and it is natural for each nutrient to vary across time, situations, and experiences, doing poorly in one area generally creates a ripple effect across a workplace's levels of wellbeing.

(P) PERSONALISATION INSIGHTS

Data Covered:

- The State of Wellbeing x PERMAH Factors
- The State of Wellbeing x Wellbeing Nutrients
- Wellbeing Struggles
- Wellbeing Barriers
- People They Ask For Help
- Valued Forms Of Support

PERMAH WELLBEING FACTORS BY STATE OF WELLBEING

How do people's individual PERMAH wellbeing factors impact their state of wellbeing? What can this workplace learn about what works well for people who are thriving? What can this workplace learn about why people might be struggling?

**These charts are only provided if the sample size is greater than 30. These are multi-item measures.*

Caring for our wellbeing is never a one-size-fits-all solution. For example, people who are *consistently thriving* tend to be differentiated by their higher levels of Positive Emotion and Health than others. While people who are *living well despite struggles* tend to draw heavily on their Relationships and sense of Meaning in their lives.

However, when the struggle is an experience that has not been normalized in workplaces, the PERMAH factors will generally be lower for people who are *living well despite struggles* and higher for those not *feeling bad but just getting by*. This can suggest that the resilience we so often find in people who are *living well despite struggles* is yet to be fully realized in your community.

WELLBEING NUTRIENTS BY STATE OF WELLBEING

How are the wellbeing nutrients impacting people's state of wellbeing? What can this workplace learn about what works well for people who are thriving? What can this workplace learn about why people might be struggling?

**These charts are only provided if the sample size is greater than 30. These are multi-item measures.*

Generally, our studies have found that people who are *consistently thriving* and those who are *living well despite struggles* will report significantly higher averages for all of the Wellbeing Nutrients than people who are not feeling bad but just getting by and those who are *really struggling*.

WELLBEING STRUGGLES

What are workers struggling with the most? What support might their workers need to navigate their biggest wellbeing struggles?

**These are single items, multiple-choice questions. Their biggest wellbeing struggle is selected from a multiple-choice list that includes: My physical health, My mental health, Dealing with people, Managing money, Navigating changes, Caring for others, Other*

Provided workers know how to respond to signs of struggle as opportunities for individual and collective learning and growth, challenges can provide opportunities to build even in the midst of uncertainty and difficulty. People who feel safe to ask for help when they are struggling to care for their wellbeing are statistically more likely to report higher levels of wellbeing ability, wellbeing motivation, and psychological safety. This is why providing the knowledge, tools, support, and psychological safe spaces people need to navigate struggle can be one of the most effective paths to caring for workplace wellbeing.

It's always worth reminding people that there is no shame in struggling when it comes to caring for our wellbeing and that it is simply our body's way of letting us know that something needs our attention. It's also important to gauge just how big this struggle is right now and what impact it is having on their wellbeing and their satisfaction with life.

If the impact is quite significant then it's worth helping them to explore which AMPlifiers and/or PERMAH factors might help them to navigate this struggle. If the impact is not that significant right now then encourage them to remain mindful of any shifts over time, and remind them that their AMPlifiers and PERMAH factors can hold practical solutions to navigating their wellbeing struggles.

WELLBEING BARRIERS

What are the barriers their workers are encountering when it comes to caring for wellbeing? How can they help their workers overcome the barriers to caring for their wellbeing?

**Their biggest wellbeing barrier is selected from a multiple-choice list that includes: Not enough time, Not enough money, Too much physical effort required, Too much mental energy required, Not sure how to start, Other*

Identifying what makes it hard for your people to care for their wellbeing can help your workplace identify the types of wellbeing support that are most likely to make it easier. The more diverse the forms of workplace wellbeing support, it appears the higher people's levels of wellbeing are likely to be. The good news is that when it comes to caring for our wellbeing, tiny consistent actions can have a mighty impact over time.

Studies have found that the most common reason most people fail to achieve their goals is that they fail to plan for the inevitable barriers and obstacles we nearly always encounter. However, by identifying our biggest barrier at the outset and thinking about how they can navigate it, people are far more likely to achieve their desired outcomes.

When it comes to caring for our wellbeing the most common barrier most people cite is 'not enough time'. But other barriers people encounter include not enough money, too much physical effort required, too much mental energy required, and not sure how to start.

The good news is that when it comes to caring for our wellbeing, researchers have found that tiny is mighty. Thirty seconds of caring for your wellbeing each day is better than no seconds at all. It is also an easy way to shrink the wellbeing changes you want to make so your confidence and ability to grow and over time someone can take on bigger and bigger challenges. The PERMAH Wellbeing Survey personal wellbeing plan is packed with tiny wellbeing habits that don't cost a cent for people to experiment with.

It's also worth reminding people that caring for our wellbeing requires us to playfully experiment with what works well, where we're struggling, what we're learning, and how we can continue adjusting as our abilities improve, our motivation ebbs and flows, and the world around us changes. This is why their report features the learning loop to help them find ways to navigate the barriers they might encounter when it comes to caring for their wellbeing.

WELLBEING SUPPORT

When they are struggling, who do their workers turn to for help? Are their people seeking help when they are struggling with their wellbeing from the people that are best equipped to support them? How can you use this information to provide better support systems to your workers when they are struggling?

Building supportive work cultures, where workers feel safe to ask for help when they are struggling with their wellbeing at work are more likely to report higher levels of wellbeing ability. Workers who don't feel safe to ask for help when they are struggling with their wellbeing at work, or who first turn to someone outside of work, are statistically more likely to report lower levels of wellbeing ability, wellbeing motivation, and psychological safety. Who your workers are turning to for help is a good gauge on how safe they feel to talk about their wellbeing struggles in your workplace.

MOST VALUED FORMS OF SUPPORT

What forms of wellbeing support do they most value?

People's valued support systems can help workplaces identify where they can invest in ways to care for their workplace wellbeing. The workplace can use these findings to cultivate valued workplace support systems that their workers will value and participate in. These findings can lead to valuable clues to what is most valued by their people.