



thriving people --- healthy culture --- organisational success



LEADING WITH A WELLBEING LENS

- what makes a successful programme

18th March 2026

Interactive Webinar via Microsoft Teams

How are you feeling?

How are you feeling, really?



We'll explore:

- + Leading with a Wellbeing Lens – what does it mean?
- + Why Leading with a Wellbeing Lens matters - the impact and benefits
 - Leadership styles
 - Psychological safety
 - Emotional intelligence
 - Listening at a different level
- + How can leaders be proactive to reduce stress?
- + Barriers
 - what stops us reaching out to a colleague who's struggling?
 - what happens when a leader ignores 'banter'
- + How do you embed *Leading With a Wellbeing Lens* into organisational culture and strategy



LEADING WITH A WELLBEING LENS

-

WHAT MAKES A SUCCESSFUL PROGRAMME



LEADING WITH A WELLBEING LENS

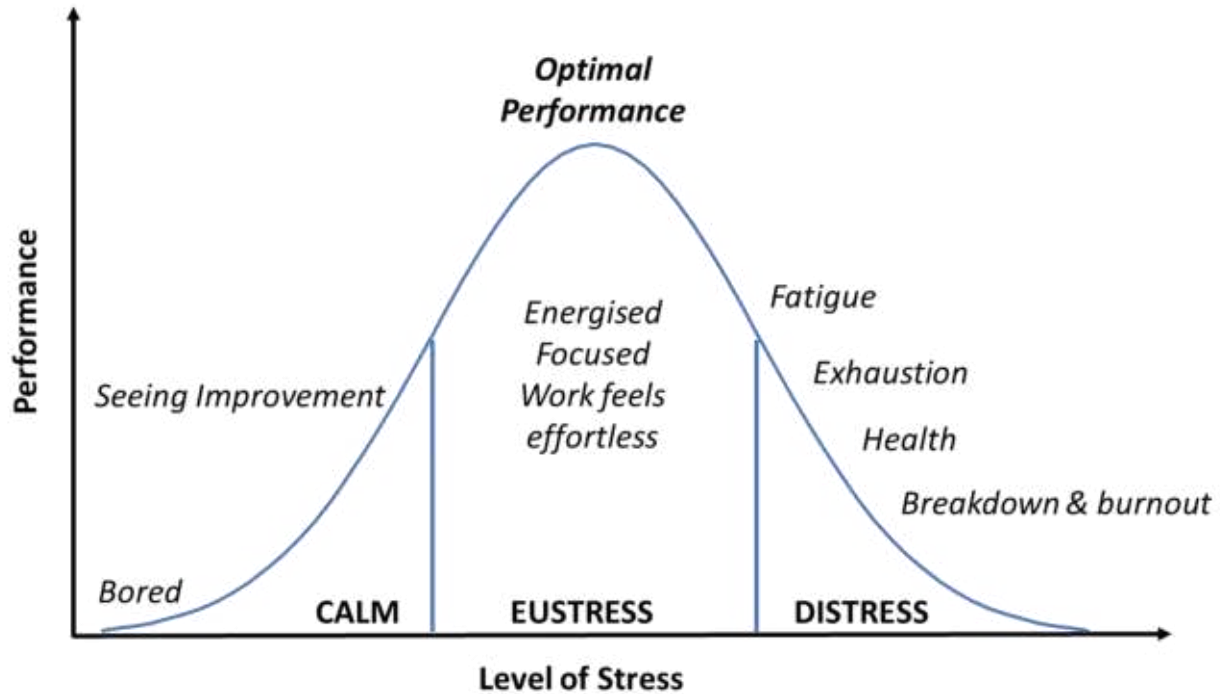
...is a belief that

wellbeing must be a foundational principle that guides decisions, behaviours, and strategies

transforming workplace culture
enabling people to thrive
creating high performing organisations



THE YERKES DODSON LAW 1908



THE STRESS BUCKET 2002



A woman with long, wavy blonde hair and blue eyes stands in a kitchen. She is wearing a sleeveless, patterned dress in shades of brown and gold. Her hands are clasped in front of her. The kitchen features light wood cabinets, a stainless steel range hood, a gas stove, and a refrigerator with magnets. A sink with a faucet is visible in the foreground on the left.

Annie

LEADING WITH A WELLBEING LENS?

Was Sandy curious?

Was he creating a psychologically safe environment?

Did he show empathy?

Was he doing all he could to ensure that Annie could perform at her best?

Did he understand the root cause of the problem?

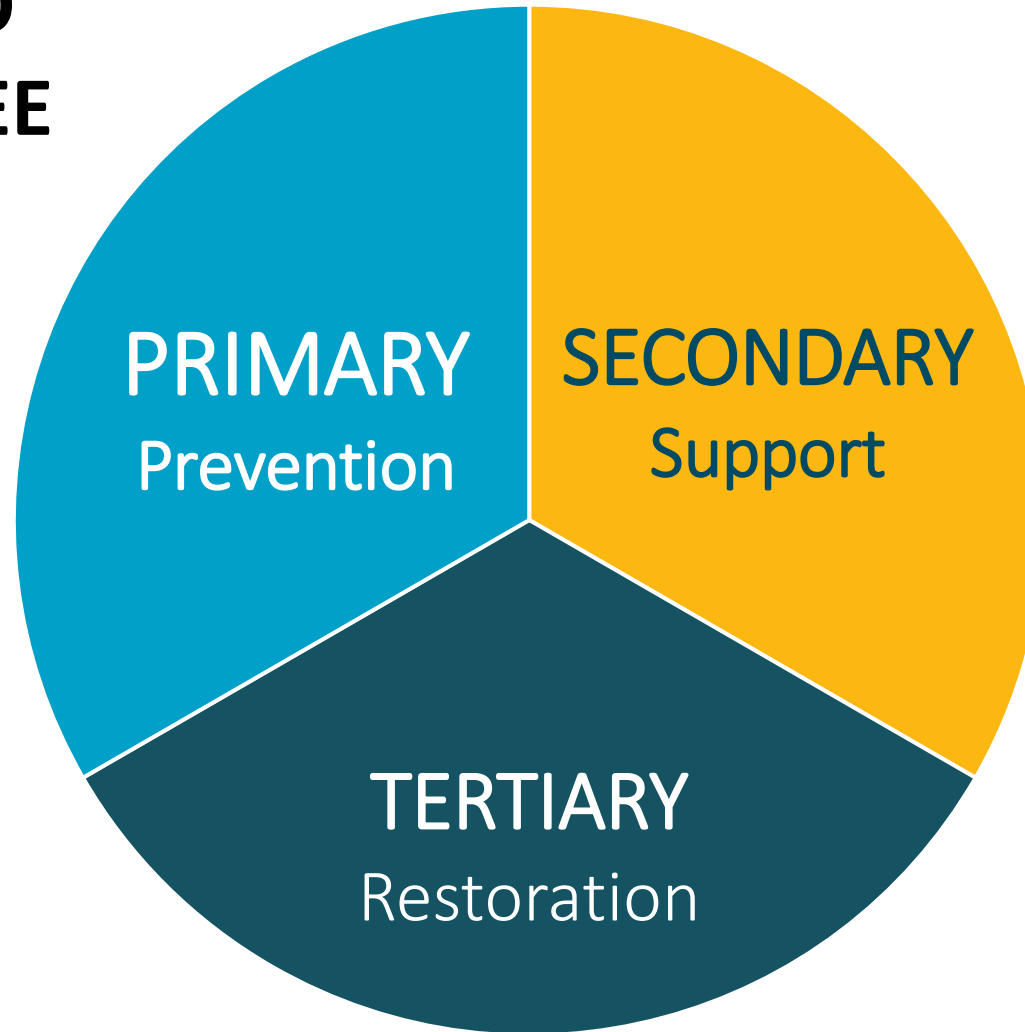
Was he open-minded?

Was Sandy leading with a wellbeing lens?



INTERVENTIONS TO SUPPORT EMPLOYEE MENTAL HEALTH AND WELLBEING

- + identify potential risks/ hazards within the working environment to remove, reduce, or mitigate their effects
- + emphasis on the working environment & the organisation



- + focus: the restoration & rehabilitation of workers struggling with their mental health

- + focus: the individual, aims to support them to improve self-care, to better manage their working environment; to mitigate the effects of poor working conditions.
- + ...changing thought patterns, attitudes, & behaviours
- + ...can include training on psychological / technical skills.

The Value Of Occupational Health And Human Resources In Supporting Mental Health And Wellbeing In The Workplace SOM 2023

WHAT ARE THE TOP TWO FACTORS THAT CREATE A HEALTHY CULTURE?

Fix what is broken
- *address the root cause*
Inclusivity & belonging

*Business in the Community April 2023
with research from McKinsey Health Institute,
input from Mercer & University of Oxford*

CREATING A HEALTHY CULTURE - THE JOURNEY



SENIOR LEADERS NEED TO:

- + Role model - Leading with a Wellbeing Lens
- + Engage in both Strategic Vision & L&D
- + Be Vulnerable
- + Be a Learner
- + Embrace Emotional Intelligence
- + Be Curious
- + Be Daring & Caring
- + Create an Inclusive Environment



Financial

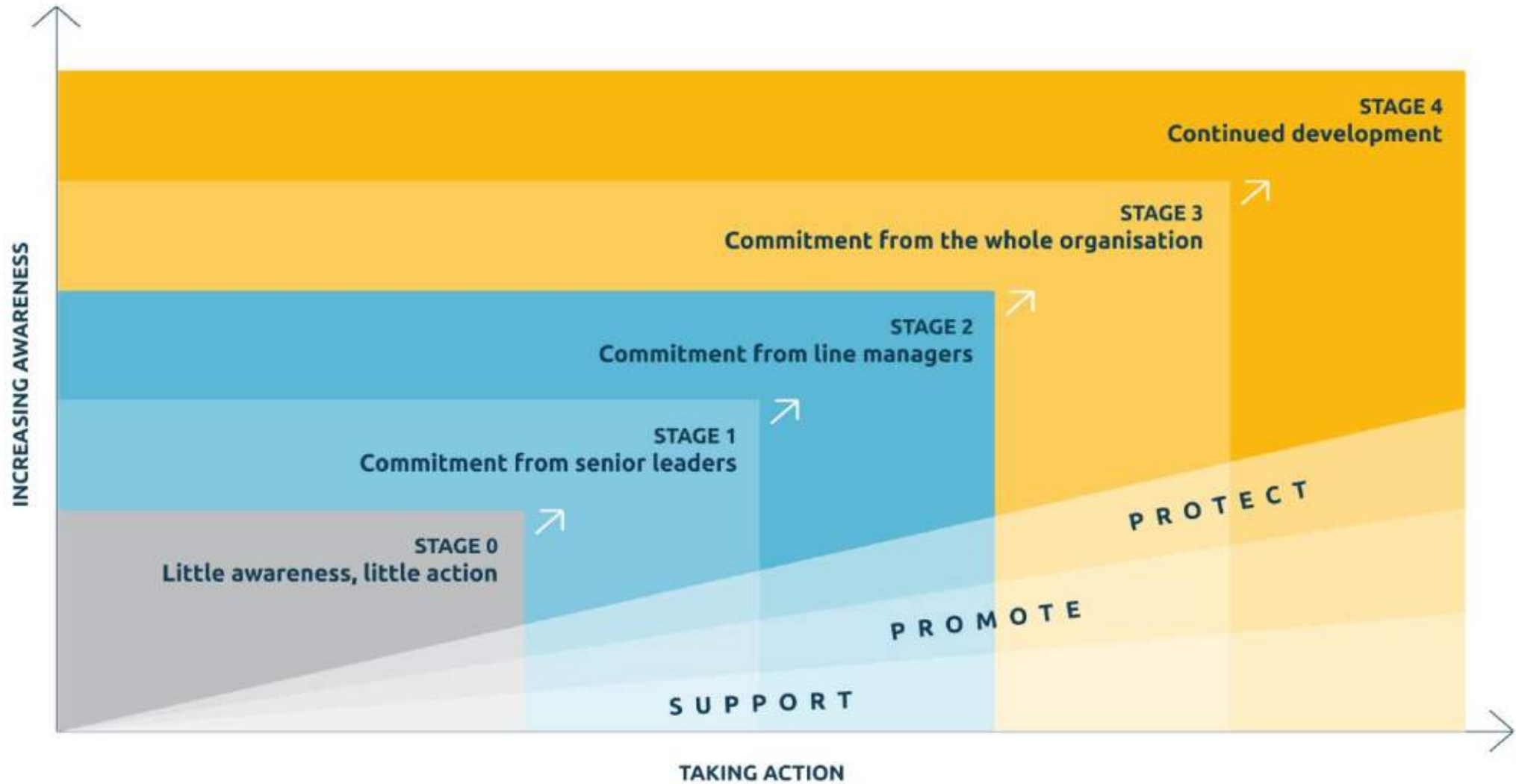
Legal



Ethical



CREATING A HEALTHY CULTURE - THE JOURNEY



KNOW YOUR LEADERSHIP STYLE... AND ITS IMPACT

DOMINANCE

The Winner

drives performance

The
Dictator

INFLUENCE

The Enthusiast

motivational

The
Manipulator

STEADINESS

The Peacekeeper

dependable

The **Change-Resister**

COMPLIANCE

The Analyst

systematic approach

The
Stickler





COMMON
BLINDSPOTS?

AS A LEADER...

What impact am I having?

How do I want to show up?

Who do I want to be?

How am I experienced?

What will people say about me in the years to come?



QUESTIONS TO DISCOVER HOW TO BE A BETTER LEADER

Regularly ask your Team Members:

What energises you at work?

What doesn't?

What do you need from me?

What do you not need from me?

What can I do better for you?



WHAT'S COVERED IN



Face to Face L & D

Topics include:

- + How we look after ourselves and how we look out for others
- + Understanding the differences between pressure, stress and living with an anxiety or depressive disorder
- + How to help reduce stressors
- + How to have a supportive conversation
- + Manage the expectations of the team when someone is absent
- + RTW conversation
- + Best practice in OH referral



BARRIERS

When we notice that a colleague's struggling with mental ill-health / stress, what can stop us talking to them?



BARRIERS

When we notice that a colleague's struggling with mental ill-health / stress, what can stop us talking to them?

- + I don't have the time
- + I won't know what to say
- + I might say the wrong thing
- + I'm scared
- + They're not in my team
- + I might make it worse
- + I'm stressed
- + It's my boss!



STIGMA

DOING NOTHING
IS NOT AN
OPTION

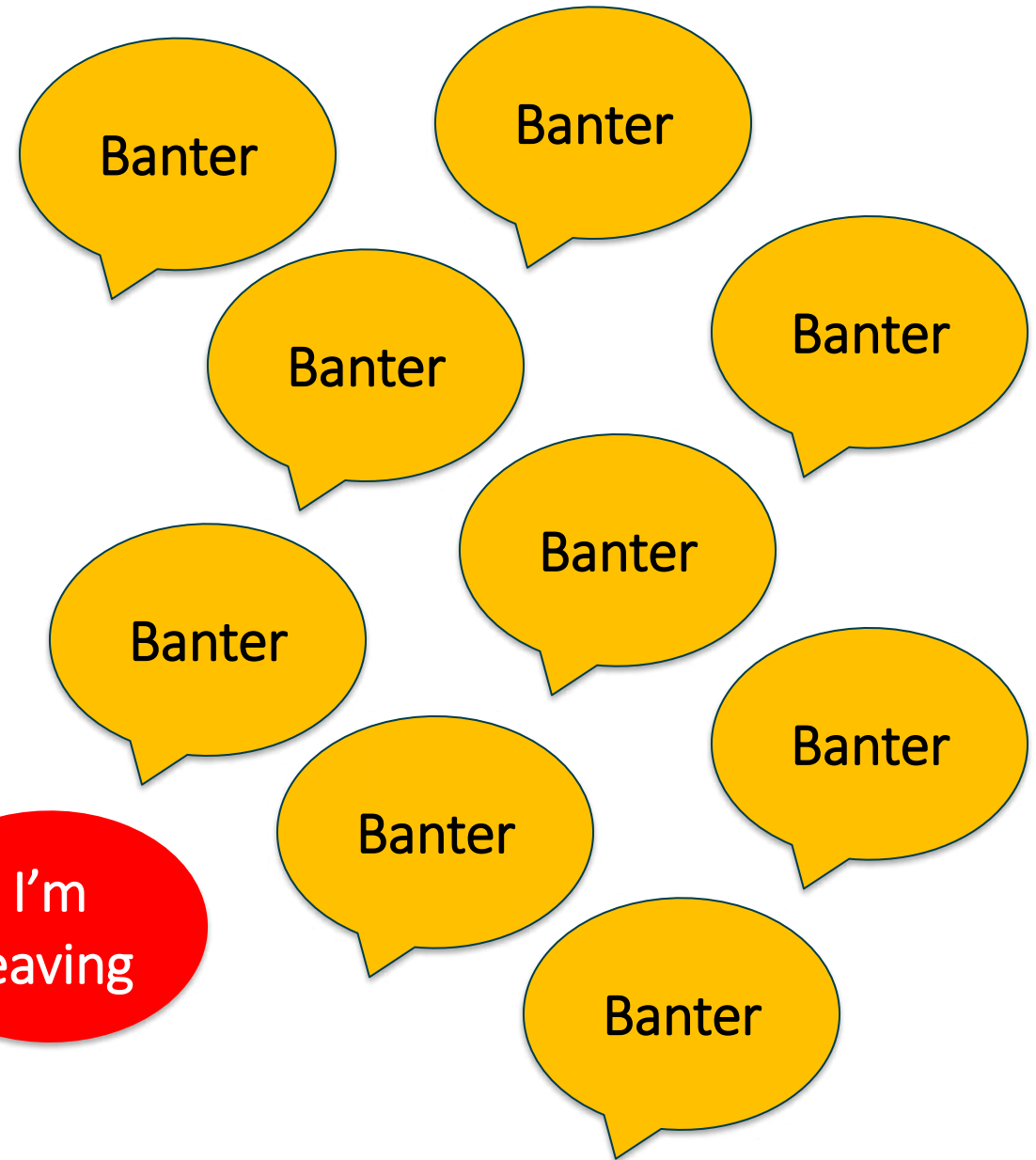
WHAT HAPPENS WHEN A LEADER IGNORES 'BANTER'...

...language that creates stigma about
mental ill-health/ stress

It condones it

It says 'it's fake'

It develops an unhealthy culture,
an exclusive environment
that shuns diversity



DIVERSITY



VARIETY IS PRESENT

INCLUSION



EVERY PIECE FITS, BELONGS, IS VALUED

THE MENTAL WHEEL OF FORTUNE

The Health and Safety Executive's six management standards of stress + one:

RELATIONSHIPS

SUPPORT

CHANGE

ROLE

DEMANDS

CONTROL

+

JUSTICE

How do you get on and work together with colleagues?

How much encouragement are you given by colleagues, managers and the organisation?

How do you handle change?

How clear are you about what you are expected to deliver?

How manageable do you find the workload?

How much are you able to decide on what you do?

How fairly are you treated?

How are you managing in these areas?

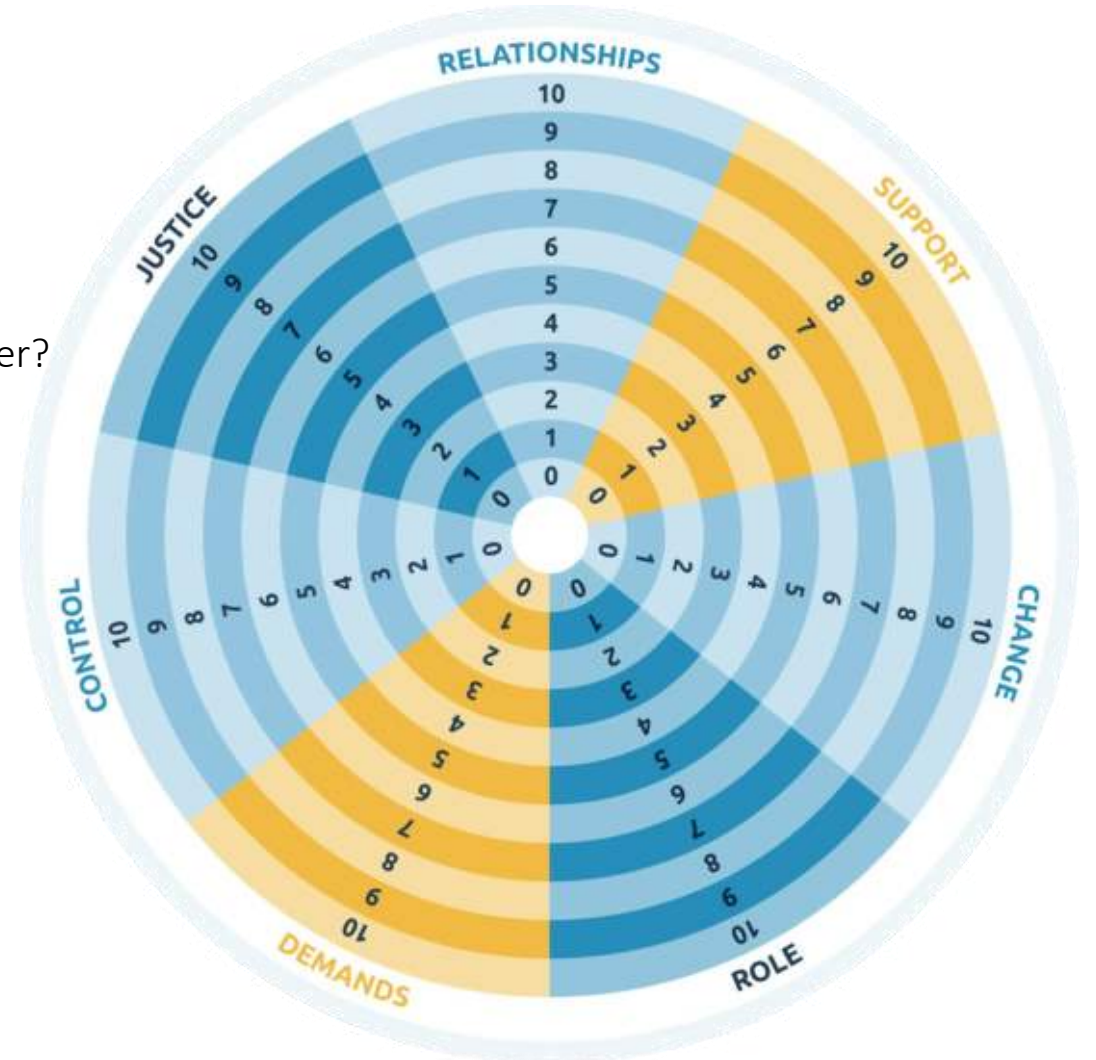
0 = not managing well

10 = managing very well

+ What is making an area work well?

+ What's not working so well?

+ What can you do about it?

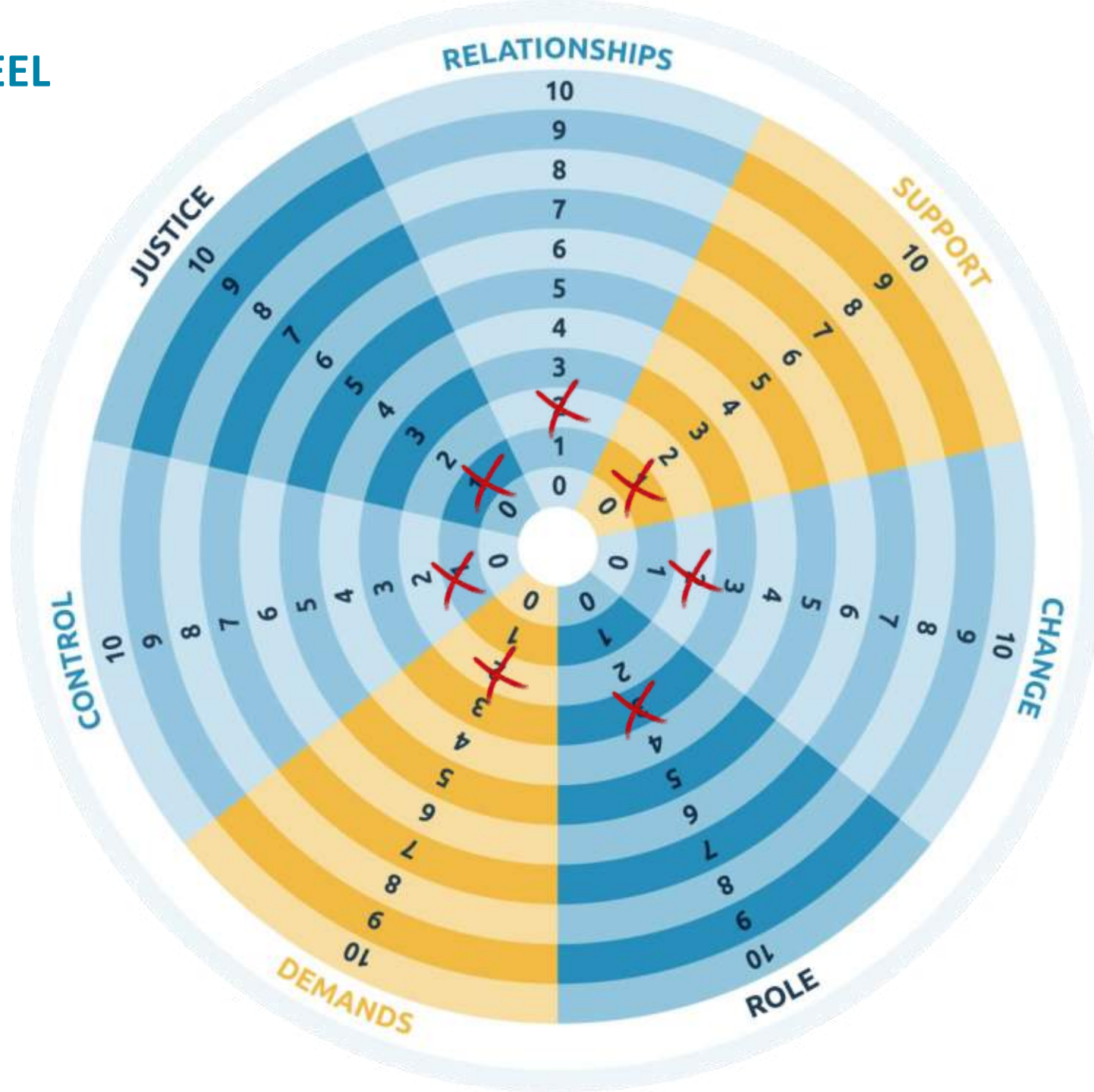


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Annie

THE MENTAL WHEEL OF FORTUNE OF FORTUNE

Annie's scores





PROFESSOR AMY C. EDMONDSON

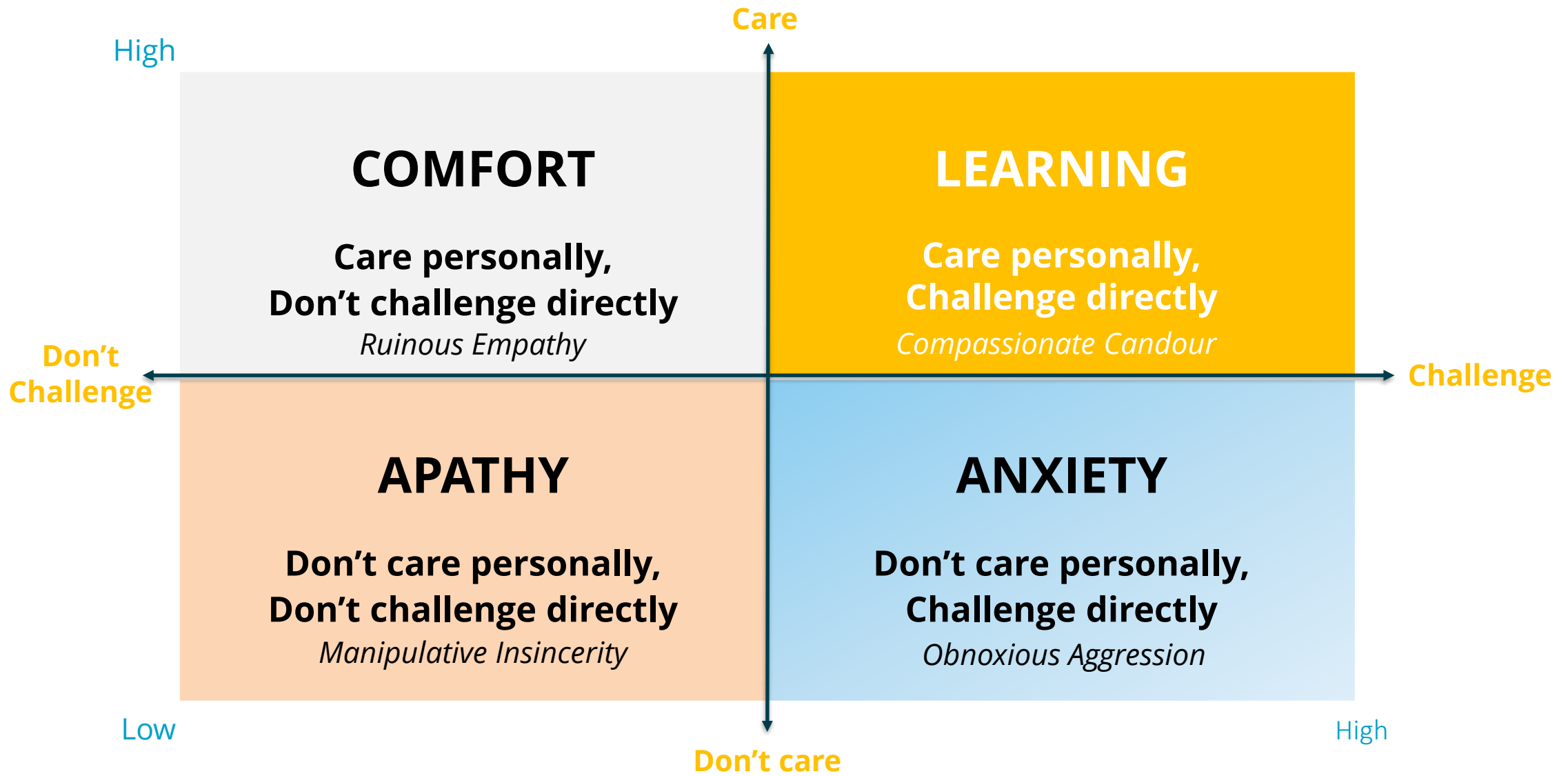
Professor of Leadership & Management
Harvard Business School

“organisations with a higher level of psychological safety perform better on almost any metric or KPI.

To be successful in a team,
Psychological Safety is the enabler”



PSYCHOLOGICAL SAFETY



PERFORMANCE STANDARDS

Professor Amy Edmundson
Harvard Business School

Radical Candor Kim Scott



HIGH PSYCHOLOGICAL SAFETY

Care

LEARNING

Care personally,
Challenge directly

Challenge

HIGH PERFORMANCE

1

Attitude to risk & failure

2

Willingness to help

3

Inclusion & Diversity

4

Open conversation

FOUR CORE COMPETENCIES OF EMOTIONAL INTELLIGENCE

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SELF

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OTHERS

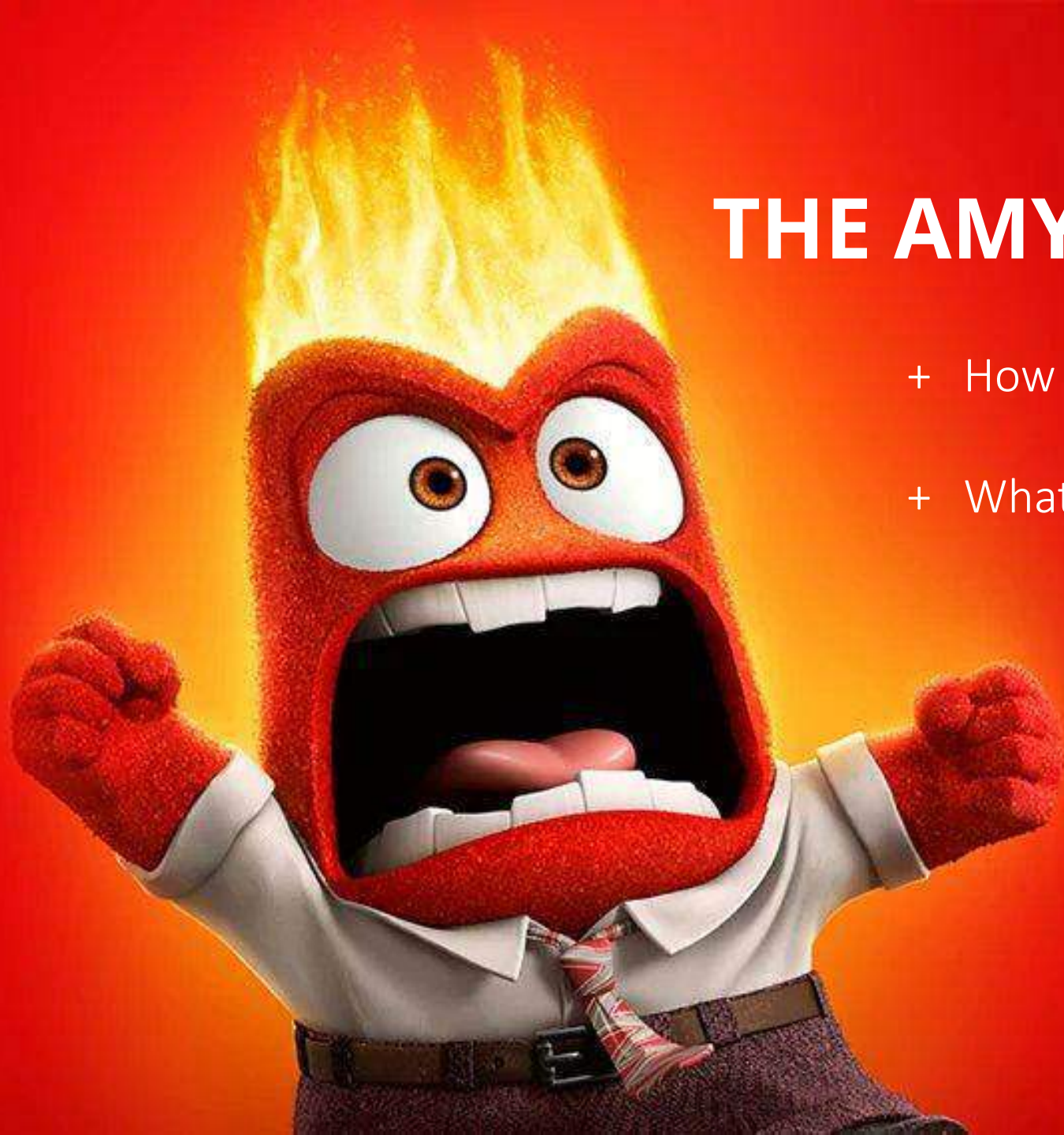
Self-Awareness

Social-Awareness

Self-Management

**Relationship
Management**





THE AMYGDALA HIJACK

- + How did your response serve you?
- + What have you learned?

LISTENING IS...

The art of understanding
the meaning behind the words,
and creating an environment
where the other person feels
understood

Simon Sinek



EXTREME LISTENING

DEEYAH KHAN



- + open-mind
- + sense of curiosity
- + allows the person to empty 'their bucket'
- + uses language like:
 - tell me more
 - go on
 - anything else?
- + silence

- + acknowledges her true feelings to herself
- + is okay to be uncomfortable
- + remains calm
- + patience

LEADING WITH A WELLBEING LENS - PROGRAMME OUTLINE





Be curious
Be fascinated

EXECUTIVE SUMMARY - QUALITATIVE THEMES

THE CORE TRANSFORMATION:

The programme did not change leaders' values - it translated those values into leadership capability.

An analysis of the themes emerging from the responses to these question shows key themes. Leaders are moving:

FROM	→	TO
Intent and instinct	→	Deliberate, skilled leadership practice
Seeing wellbeing as relational	→	Understanding wellbeing as systemic and structural
Helping and protecting	→	Proactive, empowering and coaching
Viewing wellbeing as cultural	→	Using wellbeing as a performance enabler driven by strategy
Tentative awareness	→	Confident, self-aware leadership

In essence:

WELLBEING-AWARE LEADERS → WELLBEING-CAPABLE LEADERS

This represents a meaningful shift from belief-based leadership to behaviour-based leadership, which is a strong indicator of sustained organisational impact.



EXECUTIVE SUMMARY

WEBINAR CHAT THEMES

“As a result of participating in this programme, what have you been doing differently since the last module?”

- + Moving from being a "Fixer" to a "Facilitator"
- + Listening has evolved from a passive act to a proactive leadership tool
- + Mastering the “power of the pause”
- + Structuring wellbeing and human connection
- + Normalising reflection and feedback

“What are you taking away from this module to put into practice?”

- + Core identity shift: from “Doer” to “Enabler”
- + Emotional regulation: “curious not furious”
- + Creating a thinking environment
- + Psychological safety and a learning culture
- + Habitual reflection and self awareness



HEADTORCH CLIENTS INCLUDE:



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**What's your
take away?**



Headtorch

LEADING WITH A WELLBEING LENS

- WHAT MAKES A SUCCESSFUL PROGRAMME



**WHAT DO YOU WANT
TO ACHIEVE?**

LET'S TALK

CONTACT US:

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**LEADING WITH A
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www.headtorch.org

