

Debrief Guide for the GLWS Personal Report



The purpose of this document is to provide those individuals who have become accredited in GLWS some 'hand holding' and guidance upon completion of the accreditation process. We recognise that to follow all of the steps as outlined is probably 'overkill' and we encourage GLWS practitioners to use their best judgement in tailoring and adjusting as required.

We welcome any suggestions you may have for better or different ways of running a de-brief session and would love to hear these from you as your experience grows.

Please share your views via support@glswellbeing.com or via LinkedIn GLWS Accredited Associate Group at https://www.linkedin.com/groups?home=&gid=8299268&trk=anet_ug_hm

Before the Debrief Session

Respondent's preparation before the debrief meeting:

- Email the GLWS Framework briefing document with the definitions
- Ask the person to review these notes prior to coming to the session, explaining that they will get more from the available time if they come along with a baseline knowledge and understanding of the core wellbeing concepts and how the GLWS Framework is organised
- Tell or remind the person they will receive a comprehensive Personal Report summarising their responses to the GLWS survey when they meet with you face to face, that it is standard best practice not to send this out in advance, and that the report will remain confidential between you and them
- There will be some circumstances where sending the GLWS Personal Report in advance of the debrief meeting may be helpful e.g. where there is an established and ongoing coaching relationship or where the available debrief time is less than ideal. Providing this happens no sooner than 24 hours prior and is accompanied with appropriate guidance regarding duty of care and an offer of support and what to do if there are concerns, we feel (whilst not ideal) this is sometimes going to be a pragmatic and realistic action to take.

GLWS coach's preparation before the feedback meeting:

- Ensure you have a hard-copy and colour printed report ready to give to the participant
- Review the report and look for the major themes in advance. It works well to have your own draft copy to scribble your notes on, or use sticky notes to annotate key areas, or at least keep a running list of the specific areas to raise and explore in the session. Check for any 'Not Answered' responses within individual domains, and any free text comments within the Wellbeing Snapshot section
- Our particular recommendation is to look at the general alignment across the report, comparing the subjective Wellbeing Snapshot (Page 5) with the evidence-based summary Wellbeing Profile (Page 6). Also look at the number of double red or double green flags in individual domains:
 1. Where the snapshot is more positive than the either the summary profile and number of red flags would suggest, then limited self-awareness or denial/self-deception may be factors. Or, the person's responses to the detailed questions have been influenced by more extreme negative circumstances/life challenges in the present than are typically experienced by the person i.e. they may be momentarily suffering from low wellbeing but generally in life feel better. Or, the individual is practising gratitude and has a sense of perspective around the possibility that 'life could be worse'. Go into the debrief meeting ready to raise this gap and to have a conversation to explore further
 2. Where the snapshot is less positive than the summary profile and number of green flags would suggest, then this is a more unusual pattern suggesting that there could be other factors of concern that GLWS is not tapping into. Go into the debrief meeting ready to explore this gap and to have a conversation about it
 3. If there are obvious themes or patterns for detractors to wellbeing, it's a good idea to give some advance consideration to how you might handle this. Think about how you might describe and explore the significance of these areas based generally on what the research/science suggests and then specifically within the individual's unique context. Consider too what sorts of action and strategies may be of value to the person in order to help them bring about positive change. Suggestions may include handouts, book suggestions, website references, some of the GLWS website papers, personal inspiring stories, referrals to specialists etc.

Introduction to the Debrief Session

General Points:

- Welcome, thank for time, aim to rapport build as appropriate to the situation (i.e. depending on whether it is a new or existing relationship, and how much is already known or established about the person's situation / reason for completing GLWS)
- Check also whether they received and were able to review the 'GLWS Framework' information sheet that you sent out to them in advance
- Throughout the debrief meeting, practise the principles of good communication, person centred listening and '2 way conversations' – invite commentary, reflection, thoughts, feelings, playback what you are seeing/hearing, aim to pick up on areas of interest and concern

Purpose/Objectives:

- Set some goals, agree the purpose of the session, and check if there is anything in particular the person already knows they would like to spend some time addressing. Some basic suggestions are:
 1. *Review your GLWS report and discuss your responses to the survey*
 2. *Ensure you are comfortable and confident with how to interpret your report after our session today*
 3. *Identify where things are going well for you and how to sustain this*
 4. *Identify where things do not seem to be going as well, and opportunities to change some action or behaviour on your part in order to improve your wellbeing*

The Aim of GLWS:

- Say a few words about the development aim of GLWS:
 1. *GLWS was specifically designed by psychologists with extensive experience of coaching and developing senior leaders in large organisations*

2. *GLWS was intended to capture what is known from science (about the drivers of social, emotional, intellectual, spiritual and physical wellbeing) as well as what is known from real-life insights into the stresses and strains experienced by senior leaders, as a result of their demanding roles, complex and often ambiguous contexts, incessant demands and multiple, frequently challenging stakeholder relationships*
3. *GLWS is deliberately not normed or benchmarked, and participants do not get a score or set of scores relative to others' profiles, because wellbeing is a highly subjective and personal construct. Someone may appear quite unwell by objective measures or in comparison to others, yet still feel happy and enjoy a strong sense of purpose in life, whilst someone else may appear by any objective or relative standards as physically fit, well and healthy with a successful and flourishing career, yet feel empty, unhappy or floundering on the inside. (See GLWS Psychometrics overview for more detailed account of why not normed if required).*
4. *GLWS is a tool designed exclusively to assist with personal development and change, to help people understand what drives their sense of wellbeing and what steps they can take to maximise it; it is NOT a capability or personality measure; its sole purpose is to assist individuals identify areas of their life at work and at home where if they made and sustained some change, there is the potential to enhance their enjoyment, satisfaction, and feelings of success across different areas in their life*

Explain 'Wellbeing' as a concept:

- *Flag the need to spend a few minutes 'getting on the same page with what the term "wellbeing" really means, since it's a term that is bandied around in the popular press and our everyday parlance but which can mean different things to different people'*
- *Recap on meaning of wellbeing (from Page 1)*
 1. *It implies a sense of thriving, flourishing, being fully alive, 'firing on all cylinders' and living life to the full, as well as feeling balanced and calm, contented and at ease with life*
 2. *Wellbeing is affected by many elements in our lives and varies from person to person because each of us has a different combination of psychological, emotional, social and physical resources upon which we draw*

3. *Each of us has our own baseline of wellbeing and a 'set range' within which to operate*
4. *Our wellbeing fluctuates depending on the events, challenges and experiences we encounter in our lives. Hence, the GLWS profile is unique to the individual and reflects his/her assessment of wellbeing at this moment in time*
5. *Whilst some aspects of our wellbeing are outside of our control, most are areas where we can exercise choice and take personal responsibility for improving our wellbeing*
6. *Your GLWS profile and this report will give you guidance on what to continue and what you might need to change in order to enhance your wellbeing*

Explain the GLWS Framework (Page 3 in report):

- Explain the reason for each of the GLWS questions being asked is because there is good scientific evidence and theory to suggest that each of the factors is relevant to driving our wellbeing, and that these are the known 'levers' to push or pull in order to make enhancements to our experience of life. Of course, individuals may feel their needs and reactions are different to what the research tell us (can use the recommended hours of sleep as an example of this), but the questions are as close as we can get to identifying the formula or 'recipe' for wellbeing among senior leaders and professionals
- Run through the 2 sections and 6 domains structure in the GLWS Framework, aiming to 'bring them to life' by finding your own words by way of introduction to support the Framework's formal explanation of each of the domains
- Remember to explain that 'Intellectual Engagement & Flow' is intentionally measured only in the Working Well section – because for the GLWS intended audience, work is usually the primary (though not exclusive e.g. writing a novel or undertaking study/classes outside of work) source of intellectual stimulation and if work is not stimulating then this is likely to be a major detractor from their wellbeing
- The ease with which you are able to bring the domains alive will come over time, and you will quickly start to develop your own range of vocabulary, and even be able to tailor how you introduce each domain based on where the individual's profile is green, red or amber

- For illustration purposes only, examples of how you may choose to supplement the Framework’s formal definitions include making comments such as:
 1. *‘Authentic Relationships’ – this is possibly the single most important area, since people who give and receive love live longer and are happiest in life*
 2. *‘Meaning, Purpose & Direction’ – this domain has quite an existential, ‘why am I here on this planet’ tone to it, it’s quite philosophical and perhaps drives at some of the deepest areas affecting our wellbeing*
 3. *‘Resilience & Equanimity’ – this is the aspect of your profile that taps into how tough you seem to be on the outside in dealing with life’s knocks as well as how calm, centred and grounded you feel on the inside during times of adversity*
 4. *‘Vitality & Energy’ – these are the classic, more traditional indicators of our physical health, what we do to look after our bodies in terms of rest, nutrition and exercise*
 5. *Balance & Boundaries’ – this is the domain that looks at the classic work-life balance conundrum and identifies aspects of how you are running your life that may be draining you in terms of energy, balance, sustainability or the tensions that may exist between your work and non-work identities*
 6. *‘Intellectual Flow & Engagement’ – here, we look at the extent to which you are really ‘into’ your work, do you love what you do, how interesting and absorbing you find it, or whether it’s boring or you feel you might becoming stale?*

Experience of Survey Completion:

- Ask about their experience of completing the GLWS survey
- Typically, respondents will say it was fairly straightforward in the sense that the questions were ones they could easily relate to and that there were ‘no problems’.
- Remind them that for many people, even before they have seen their results, the mere process of reflecting on the questions that are asked is sufficient to prompt some change or insight; enquire if they feel anything in particular may have affected or had an impact on their responses; what were their stress/pressure levels like at that time?
- Where appropriate, agree that the questions are not especially complex and certainly not ‘rocket science’ stuff; it may be worthwhile explaining that unlike other self-assessment tools, the GLWS report does not feedback complex

interpretations or psychological hypotheses; it's power for most people is in its directness, transparency and simplicity – seeing one's own responses collated and synthesised against an integrated framework of wellbeing with a vocabulary that prompts deep reflection and identifies specific aspects of their wellbeing that may be worthy of attention

Cover off confidentiality:

- Address the confidentiality frame – i.e. the organisation will not see or access the personal reports unless the individual drives this. If a team report is to be generated, only the aggregated and anonymised data will be shared. Agree also the terms of confidentiality for the debrief conversation
- We recommend that the debrief conversation is also positioned as being 100% confidential with the standard exemption of where, in what is a worst case scenario, we have a duty of care to disclose and seek referrals for any indication of likelihood of harm to self or others

Close Introduction:

- Invite any questions, clarification, concerns
- Reassure that all of these points you have covered so far are explained in detail in the introductory pages (p2-4) of the report
- Make a strong recommendation to go back over these pages in their own time since they provide a useful recap on what wellbeing is, what affects it and why people differ from one another in their levels of wellbeing

Explaining the 'Wellbeing Snapshot'

Turn to this page in the report (p5) and explain the 'Wellbeing Snapshot':

- *At the end of the survey you were asked in very general terms about your wellbeing, satisfaction and happiness at work and in life more generally to provide an indication of what is sometimes referred as 'subjective wellbeing' – a 'gut feel', intuitive 'headline' - a sense of your wellbeing despite or because of how you answered the specific GLWS questions*
- *In the remainder of your report, we will compare and contrast this snapshot of your wellbeing with the more detailed picture we have gleaned from your responses to the specific issues addressed by the 121 questions covered by GLWS*

- Acknowledge and explore any free text comments supplied. It is comparatively unusual to have these so where an individual has gone to these lengths, they may provide important clues that merit exploration and coaching. Do not skip over
- If the wellbeing snapshot is indicating 'fairly low' or 'very low' satisfaction, happiness and wellbeing at work or in life more generally, ensure you explore this before delving into the GLWS details in the Wellbeing Profile
- If the wellbeing snapshot responses are showing as 'neither high not low' ratings, gently make the case that the absence of positives is generally regarded (in the wellbeing literature) as an issue and that by definition we would consider this to be indicative of low wellbeing i.e. not flourishing or fulfilled or firing on all cylinders etc.
- Ethically and professionally, you must be prepared to refer on to a clinical psychologist, counsellor or GP where you have serious concerns for the individual's health or safety, including but not limited to psychological concerns. These concerns may be on the basis of what is revealed in the Wellbeing Snapshot and/or the red flag areas in the Wellbeing Profile and specific domains

Explaining the Wellbeing Profile

Turn to this page in the report (p6) and explain the 'Wellbeing Profile':

- *This page provides a summary on one page of your individual responses to all of the questions covered in the GLWS and it helps us see at a glance where we might want to drill down in the remainder of our time today.*
- Explain that a more detailed and discriminating picture of their wellbeing follows in the remaining pages of the report where they will receive feedback for each question that was asked, and that this page is just a summary
- Work through each of the main features of the profile page, including:
 1. The 121 questions in the survey were presented in a randomised manner; there are 11 questions for each section of each the domains and what the profile shows here is the individual's average score and range across each of the 6 wellbeing domains for both the Working Well and Living Well sections (remembering no Intellectual Engagement & Flow in the Living Well section)
 2. Point out the small vertical black bar as their average scores for each of the domains

3. Point out the range – the horizontal bar depicting the maximum and minimum rating they awarded for the questions in each domain
4. Explain the 1-5 rating scale, colour coding and flag system
5. Share the cut-off algorithms as appropriate. For the Personal Report these are as follows (the lower cut off is different in the aggregated Team/Group Report, where <2.76 = red flag):
 - < 2.66 = red flag
 - $2.67 - 3.75$ = amber flag
 - > 3.76 = green flag
6. Draw attention to the treatment of negatively scored items – this usually works best when drawing attention to the (+) and (-) descriptors running along the bottom of the page and providing an example of a negatively worded item ('I experience toxic relationships at work') and a positive item ('I feel part of a close, supportive team')
7. Invite reactions and reflections to the summary profile and conversation thus far:
 - *What does your summary profile suggest to you about your wellbeing overall? Does the summary profile tend to the right (higher wellbeing) or tend to the left (lower wellbeing)?*
 - *What differences, if any, exist between your Working Well profile and your Living Well profile?*
 - *Which of the wellbeing domains are positive for you at this time? Which domains might need attention to enhance your wellbeing?*
 - *How consistent or well-aligned is this profile page with the snapshot on p5?*
8. Invite the participant to say which of the domains they would like to have a closer look at to begin with, or give them the option of progressing in order, starting with the 'Authentic Relationships' domain

Explaining the Domain Specific Profiles

Turn to the first of the domain areas where you wish to begin the detailed feedback discussions:

- Give an overview of how each of the domain pages is laid out, referring to the title of the domain, the mean rating shown in its relevant colour, the questions underneath with the actual feedback, and then the narrative text at the bottom to help their understanding of the relevance and impact of this domain on their wellbeing
- *‘Each domain has a page all to itself. On each page, you will see that the 11 questions for Working well and the 11 questions for Living well (where applicable) are listed showing how you rated yourself on each question*
- On the basis of the responses you gave, the system has then awarded either red, green or amber coloured flags, using the same rating scale we discussed when we looked at the overall wellbeing profile
- *Underneath the dynamic text with the feedback on your actual responses, on the left hand side you will find an ‘About’ explanation of how the GLWS views each domain generally, for senior leaders specifically and a grab from some of the scientific research in this area*
- *In the column on the right hand side, the report provides a guide to help you recognise the positive indicators of wellbeing in this domain area, again drawn from research and experience of senior leadership roles in large corporates. This is the same as the pre-feedback reading we provided to you in the information about the GLWS Framework*
- Suggest / offer to read the paragraphs at the bottom first, or at least have a general conversation about the domain with them, inviting description in general terms of how well this aspect of their lives, at work and at home, might be going for them
- Emphasise the wellbeing strengths in the specific domain i.e. the green or double green flags
- Ask them to review the amber and/or red flag items
- Invite them to reflect on which of these items matter most to them, or are of most concern

- Explore which items may be detractors currently due to circumstances and challenges being experienced at the moment, and in which case, what short term coping strategies may help.
- Explore which items may be detractors or challenges more generally (longer term), what they may have tried to do to manage/change these in the past and any ideas or suggestions about other approaches or strategies they could adopt now
- Coach in the red/amber flag areas as appropriate
- Manage time across all 6 domains
- Where there is a majority of amber flags, whilst there may be nothing fundamentally 'broken' with regards to wellbeing in this domain, there is equally nothing fundamentally flourishing and this may mean it is a legitimate priority area for attention. Whether it becomes so, should be largely dependent on how much the individual concerned is concerned or bothered by the absence of strong positives
- Where there is a majority of green flags, the most likely and obvious interpretation is that this domain represents an area of key strength for their wellbeing overall, and they should be encouraged to keep doing and being the way they are in this space. A far less likely yet possible scenario, is that the individual has either purposefully or subconsciously refused to acknowledge areas that may be detracting from their wellbeing. As a coach, when faced with a majority green profile in one domain (or even more so – across the whole report), you should gently aim for examples to validate or challenge the profile. Go carefully, respectfully – but do go there
- Where there is a majority of red flags in any one specific domain, the most likely and obvious interpretation is that this domain is identifying some key areas of concern that are likely to be detracting from their wellbeing. It is important to allocate sufficient time to these areas to explore what the individual is experiencing, for how long and how concerned they are by these aspects. The red flag areas may warrant being the focus of ongoing coaching sessions, or referral to specialists as appropriate (e.g. relationship counsellor, psychologist). After coaching the individual to generate some options for themselves, it may also be appropriate for you to offer some advice in relation to techniques or strategies that could help them improve their wellbeing in these areas, and this is where your pre-feedback preparation and research should yield dividends.

Identifying Priorities & Taking the Next Steps

Summarising key insights:

- Check the accuracy of the GLWS measurement e.g. *how consistent is the GLWS profile with your overall sense of how you are feeling in work and outside of work at present?*
- Reflect back to the individual, or invite them to do so, the areas you have spent most time discussing, and the aspects of their wellbeing profile that appear prima facie to be their most significant wellbeing enhancers and detractors, at this time in their lives
- *Reflecting on the report and what you have learnt about your wellbeing through this process, what would you most like to change if you could? What has leapt out at you as the top priorities?*
- *What is the one thing you think you can do today to make a change to this aspect of your wellbeing?*
- Direct the individual to the ‘Your Reflections and Commitments’ and ‘Taking the Next Steps’ (p13 & p14) in their report and spend the last 10 minutes or so reviewing these, reflecting on the GLWS report and your discussion
- Aim to leave the feedback session with the individual having identified 2-3 wellbeing strengths / priorities and actions they can take to sustain or build on these
- If the GLWS feedback is occurring as part of an ongoing coaching or development program, agree ‘homework’ prior to the next session