

PROMOTING WELLBEING THROUGH
SUPPORTIVE LEADERSHIP &
effective DIALOGUE

DAY 1

#empoweringmanagers

WELCOME >>

**HOW'S
WORK?**

A thick red diagonal bar that starts under the 'W' of 'WORK' and extends towards the bottom right, ending under the 'K'.



« SEPARATING THE
PSEUDO-SCIENTIFIC
CHAFF FROM THE
SCIENTIFIC WHEAT

PREVENTING AND HANDLING ABSENCE IN YOUR TEAM

5 KEY MOMENTS



WELCOME



As a team leader, you want the best for your team. You want your team members to enjoy coming to work, to be able to develop their talents, and to find their work meaningful. In short, you want to have a positive impact on your team members' experience at work.

To make such a positive impact, it's crucial that you regularly engage in **conversations with your team members**. These conversations will give you the opportunity to understand their needs, expectations and concerns, allowing you, as the team leader, to support and enhance the wellbeing of your team members.

This toolbox provides insights into the **five key moments** and offers guidance on how to approach them, enabling you to engage in meaningful conversations with your team or individual team members.



PRACTICALITIES

SIMULATIONS WITH *professional* ACTOR

PROMOTING WELLBEING THROUGH
SUPPORTIVE LEADERSHIP &
effective DIALOGUE

BUSY

BUSY

BUSY



WORK
pressure

BUSY

DO YOU HAVE TOO MUCH WORK?

BUSY

DO YOU WORK UNDER TIME PRESSURE?

DO YOU HAVE BACKLOG ?

BUSY

BUSY

BUSY

BUSY

WORKLOAD

AMOUNT OF WORK

TIMEPRESSURE

GROWING BACKLOG

HOW'S
WORK?

Adam



MONDAY

TUESDAY

AMOUNT OF WORK	10 patients	8 patients
TIMEPRESSURE	8 hours	8 hours
GROWING BACKLOG	0 backlog	0 backlog

BUSY
GOOD
BUSY

THE STRESS

paradox

OBJECTIVE VS EXPERIENCED



HOW'S
WORK?

NO SIGNAL

THE *Holy* GRAIL

NO SIGNAL

NO SIGNAL

NO SIGNAL

NO SIGNAL

NO SIGNAL

SAMSUNG

When DOES WORK PRESSURE BECOME A PROBLEM?

About a bank account and a swimmer

What's MY ROLE AS A MANAGER?

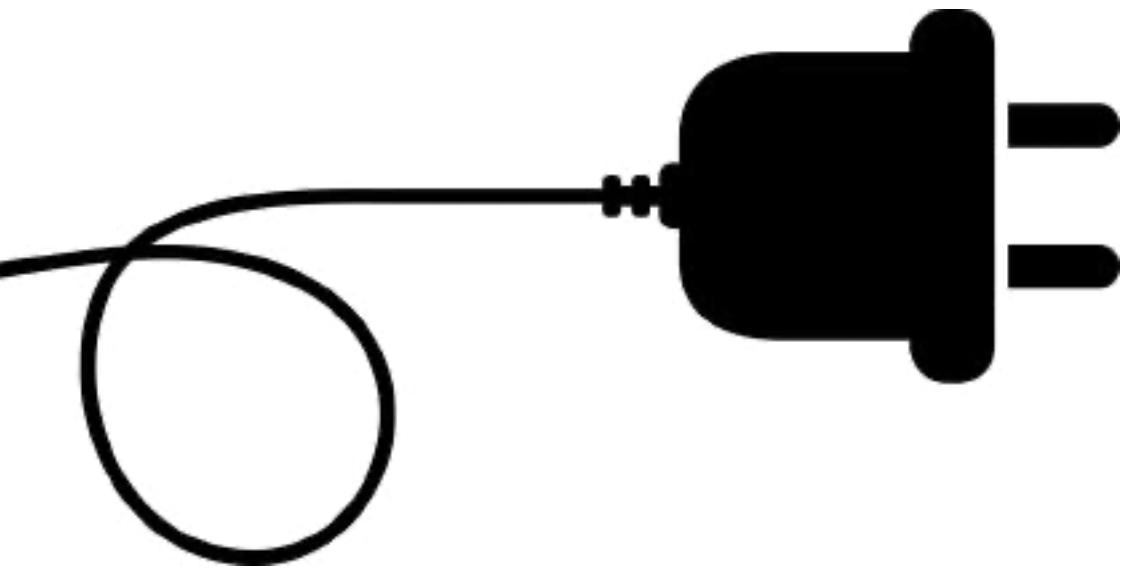
The 5 key moments

Who TAKES CARE OF THE MANAGER?

Emotional labor

How CAN WE HAVE EFFECTIVE DIALOGUES?

Conversation techniques with a professional actor

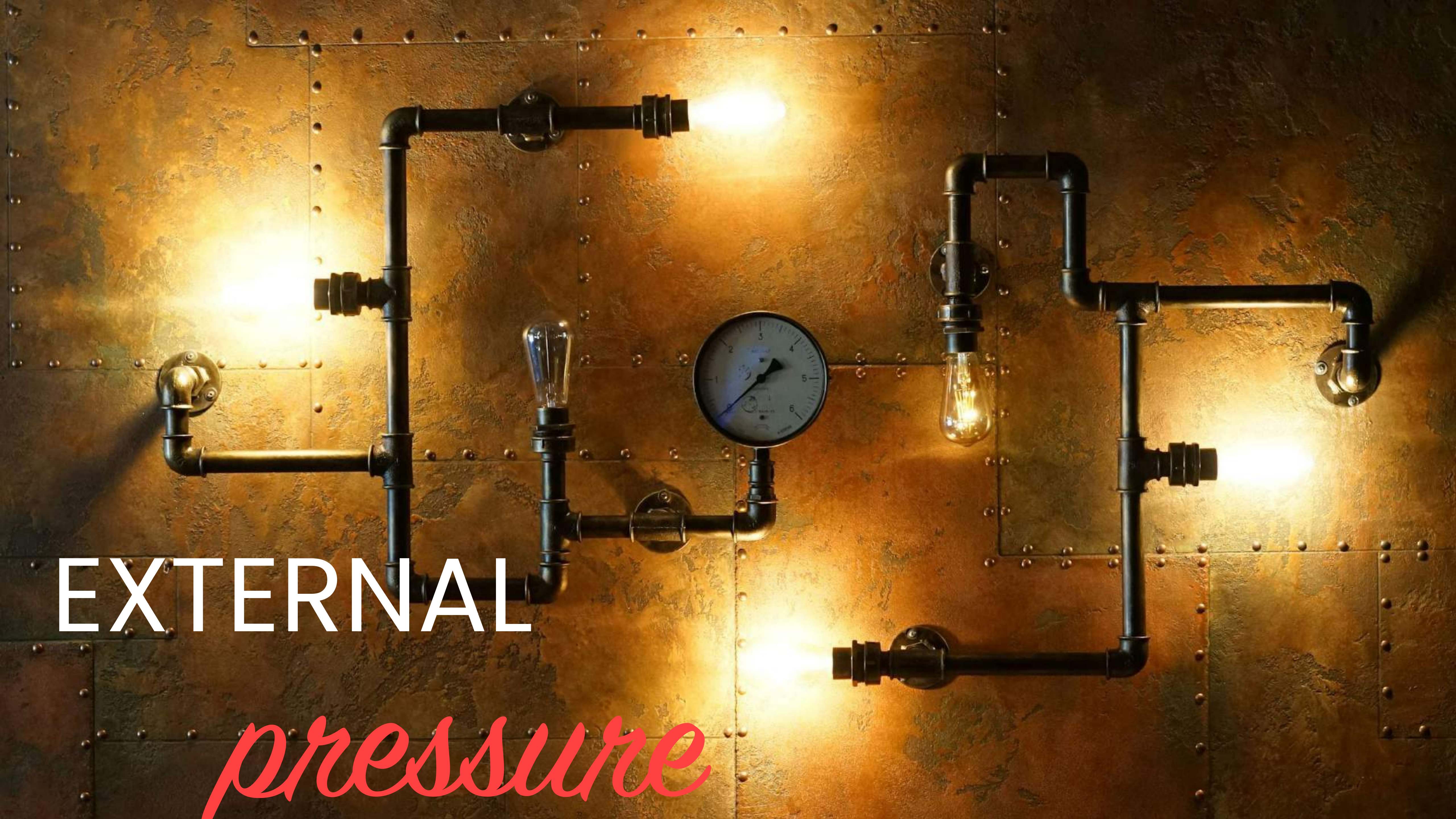


Who is *Who?*

- >> WHO IS YOUR COLLEAGUE AND WHAT MAKES HIM / HER UNIQUE?
- >> WHAT ARE YOUR EXPECTATIONS FOR THIS DAY?
- >> WHEN DOES WORK PRESSURE BECOME A PROBLEM?



WHEN DOES **WORK**
PRESSURE BECOME
A PROBLEM?

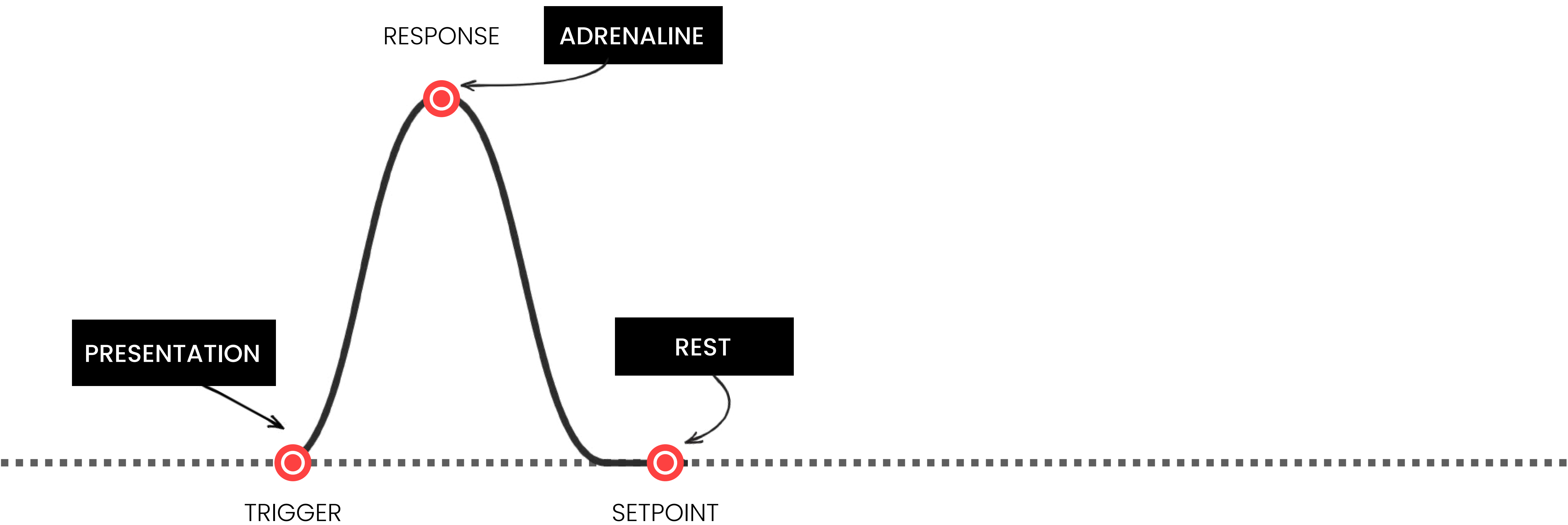


EXTERNAL

pressure

ZEBRA *versus* HUMAN



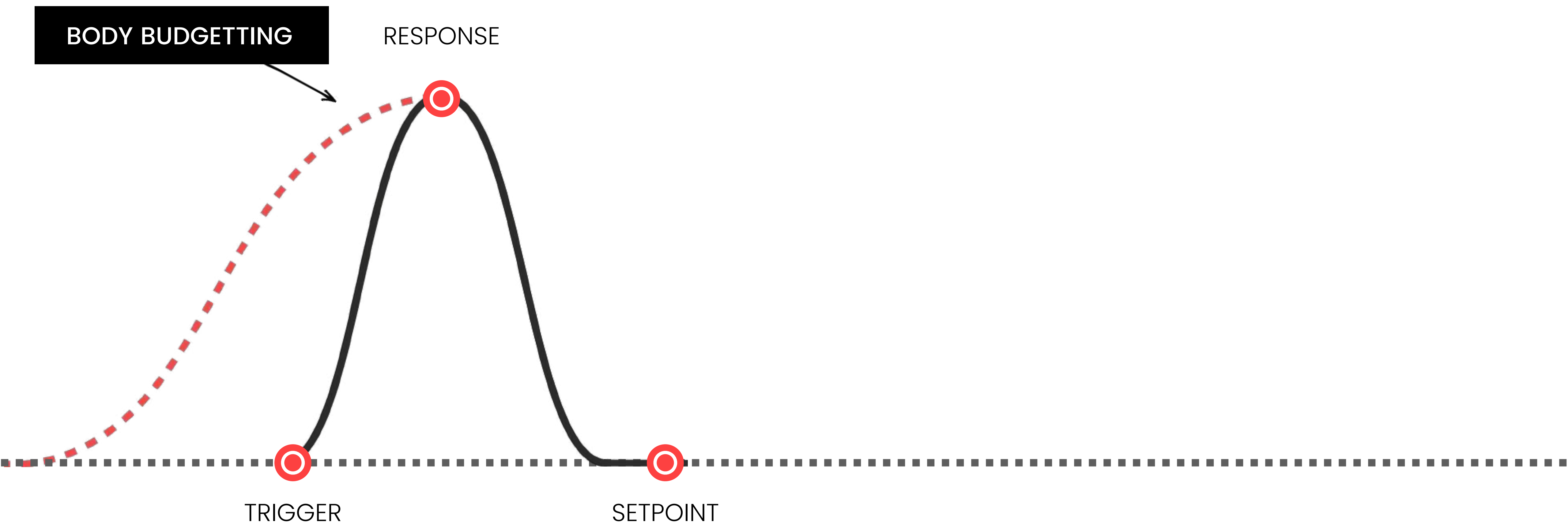


HOW'S
WORK?



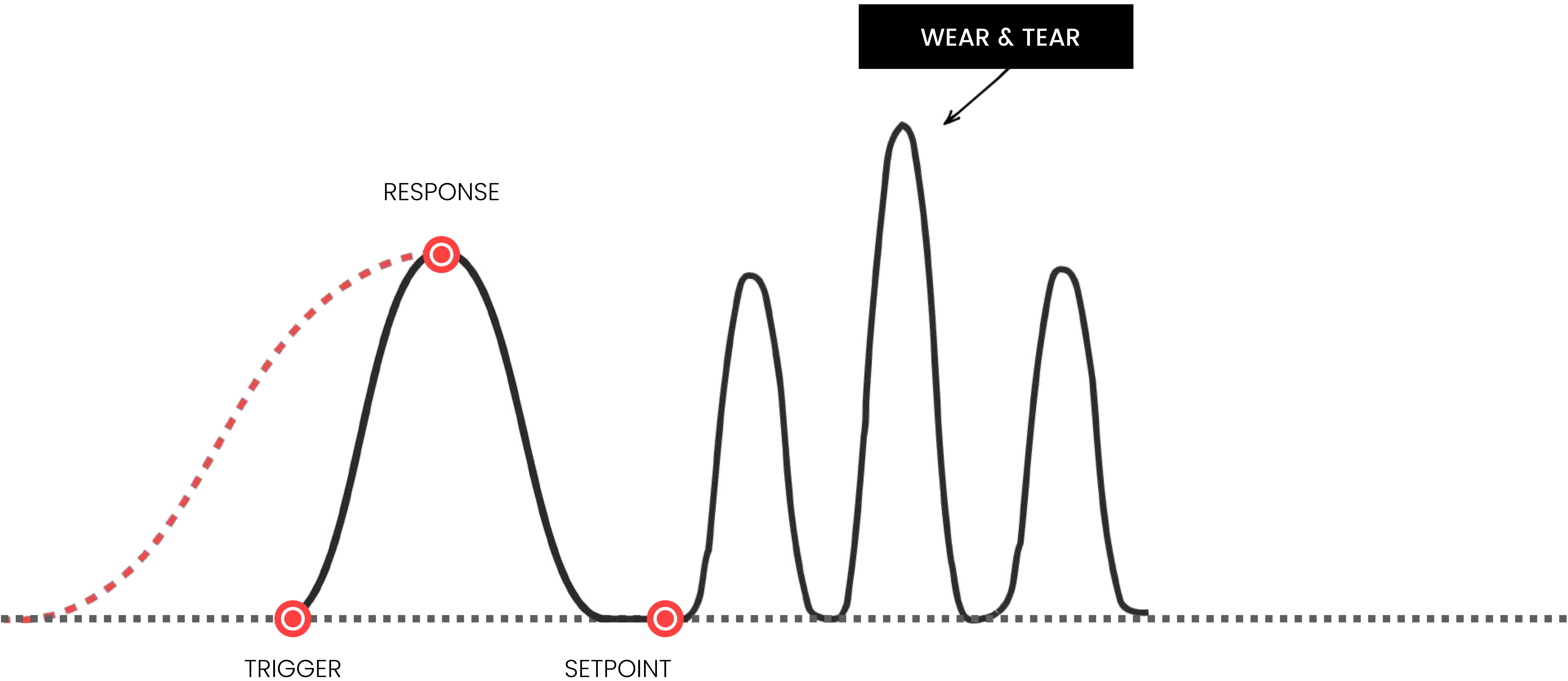
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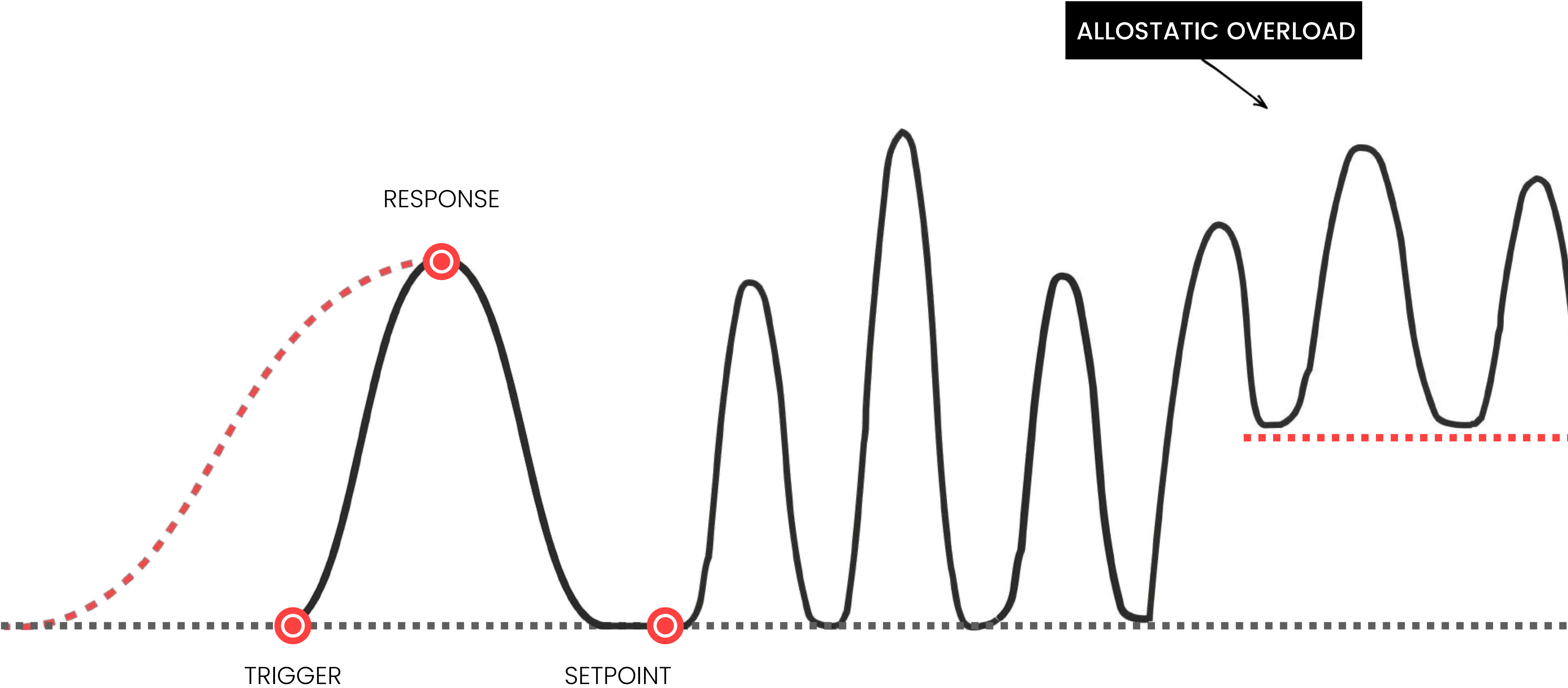
BODY BUDGETTING



HOW'S
WORK?

WEAR &
TEAR

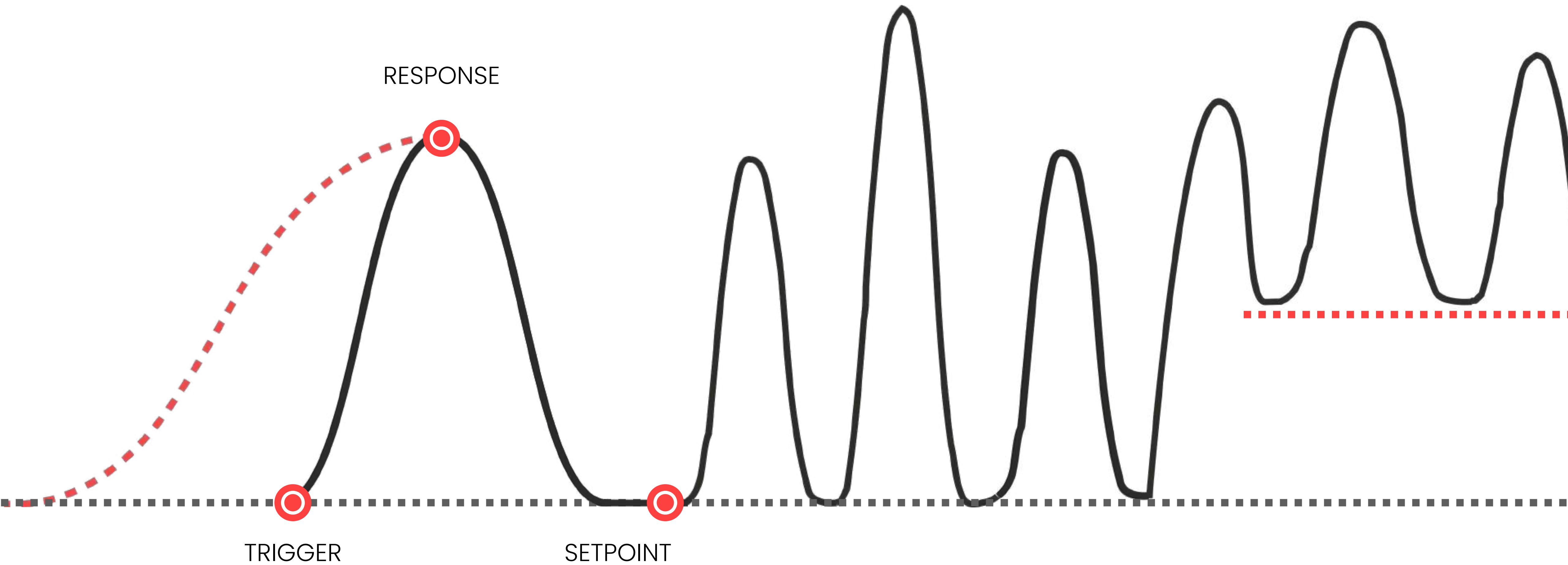




BANK ACCOUNT

SAVINGS ACCOUNT

CREDIT



Source: McEwen, B. S. (2005).

recognizing

SIGNALS OF STRESS



HOW'S
WORK?

YOU'RE
NOT E.T.

RECOGNIZING

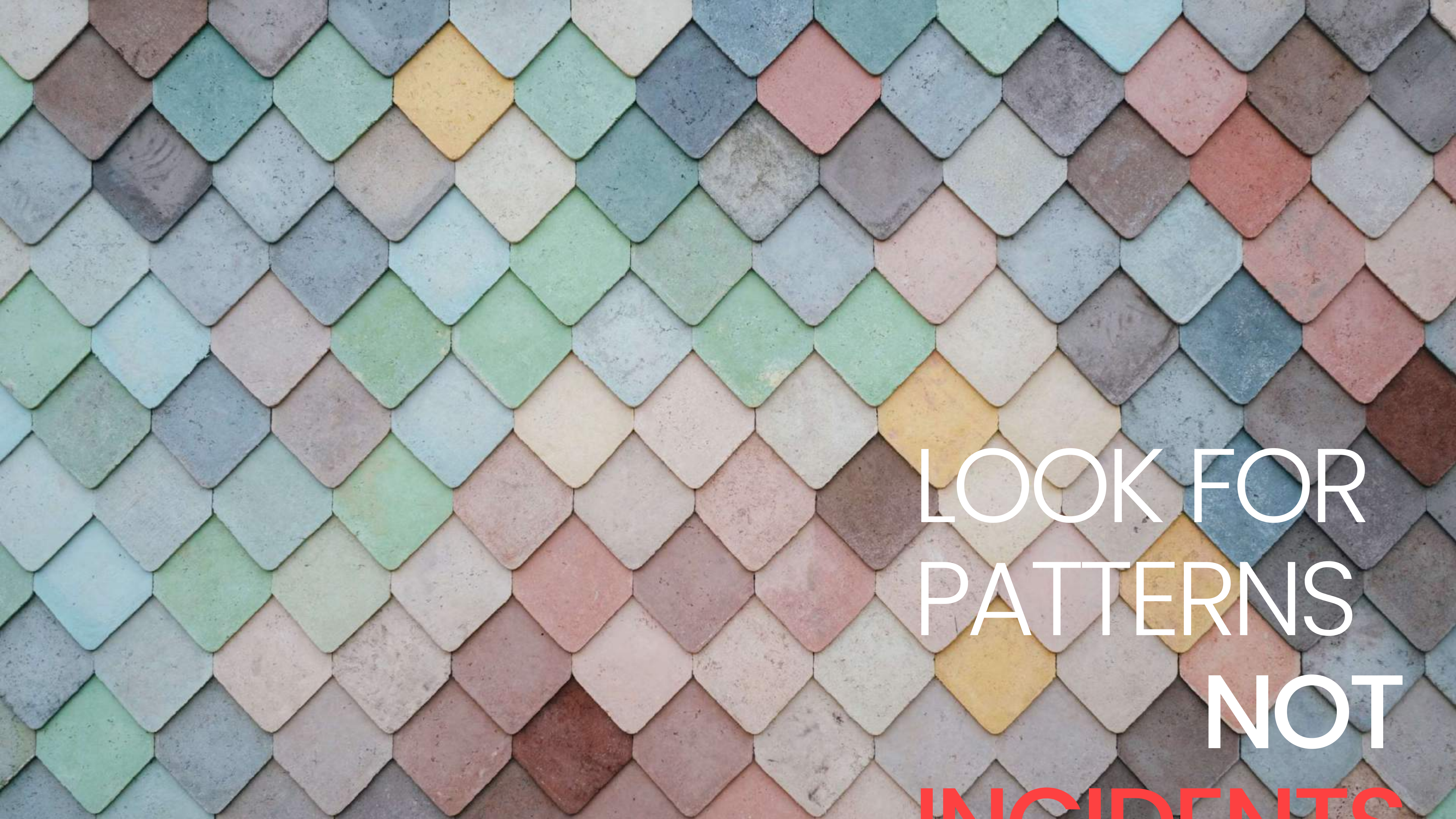
signals of stress

HOW'S
WORK?

- » BEHAVIOUR
- » NO UNIVERSAL STRESS PROFILE
- » CHANGE IN ENERGY
- » CHANGE IN SOCIAL BEHAVIOUR
- » CHANGE IN QUALITY OF WORK
- » PATTERNS, NOT INCIDENTS

CHANGE IN ENERGY





LOOK FOR
PATTERNS
NOT
INCIDENTS

Signals of stress

What effect does stress have on your body, your thoughts/ feelings and your behaviour? Write down below which signals you get both when you are under healthy stress (the bank account), when you are living on reserves (the savings account) and when you are under unhealthy stress (the credit account).
How can you notice the signals in yourself more quickly in the future? How can others help you in this?

	» BANK ACCOUNT ACUTE STRESS	» SAVINGS ACCOUNT RESERVES	» CREDIT ACCOUNT CHRONIC STRESS
BODY	Ex: Energy to perform, not very hungry	Ex: Headache, fatigue, neckpain	Ex: Poor sleep, hypervigilance
THOUGHTS FEELINGS	Ex: Motivated, ruminate about tasks	Ex: Forgetful, less focus, dream@night	Ex: Low self confidence, shame
BEHAVIOUR	Ex: Nail biting, less social but focused	Ex: Agitated, making mistakes	Ex: Isolating

Signals of stress

BODY BUDGETTING

With this exercise, we reflect on our stress signals and how they manifest in our bodies, thoughts or feelings and behaviours. By discussing these stress signals, it becomes easier to know the difference between healthy and unhealthy work stress. After all, everyone reacts differently to stress. On the next page, write down how stress affects your body, thoughts or feelings and behaviour. You can use the list below to do this, but feel free to add your own specific stress signals.

» BODY

- ☐ Accelerated heart rate
- ☐ Fatigue
- ☐ Muscle pain
- ☐ Headache
- ☐ Abdominal pain
- ☐ Less/more appetite
- ☐ Difficulty sleeping
- ☐ Sweating
- ☐ Dry mouth
- ☐ Lots of energy/ little energy
- ☐

» THOUGHTS/ FEELINGS

- ☐ Frustration
- ☐ Anxious
- ☐ Gloomy
- ☐ Feeling alone
- ☐ (Low) self-confidence
- ☐ Indecisiveness
- ☐ Rumination
- ☐ Forgetful
- ☐ Lack of concentration
- ☐ Shame
- ☐

» BEHAVIOUR

- ☐ Hot-tempered
- ☐ Irritable
- ☐ Agitated
- ☐ Sighing
- ☐ Isolating
- ☐ Complaining
- ☐ Making mistakes/ hurry
- ☐ Drinking/ smoking
- ☐ Gnashing teeth/ nail biting
- ☐ Avoiding/ seeking conflict
- ☐

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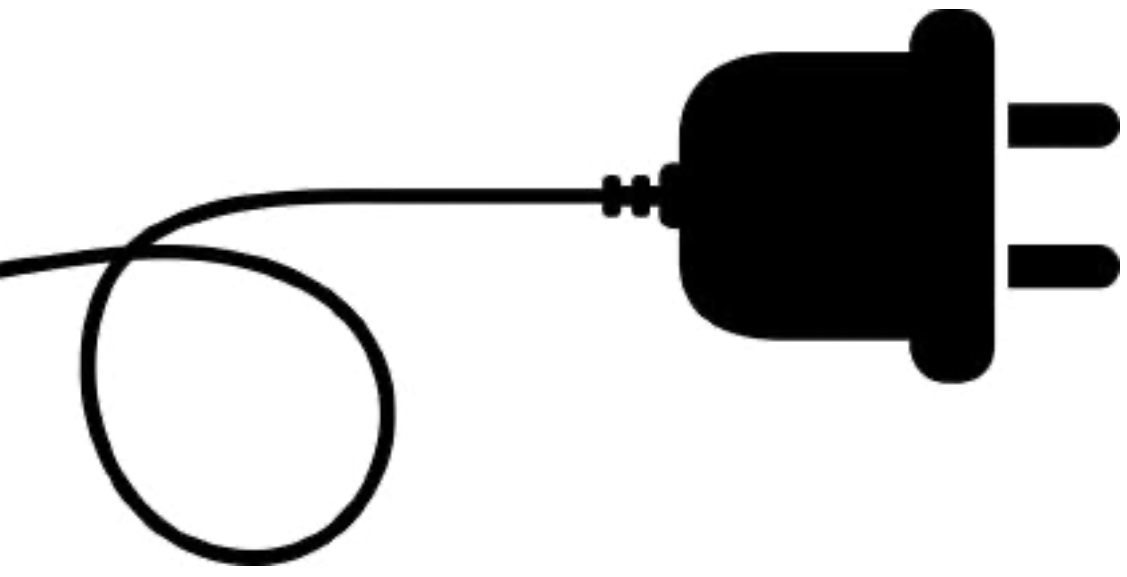
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PREVENTING AND HANDLING ABSENCE IN YOUR TEAM

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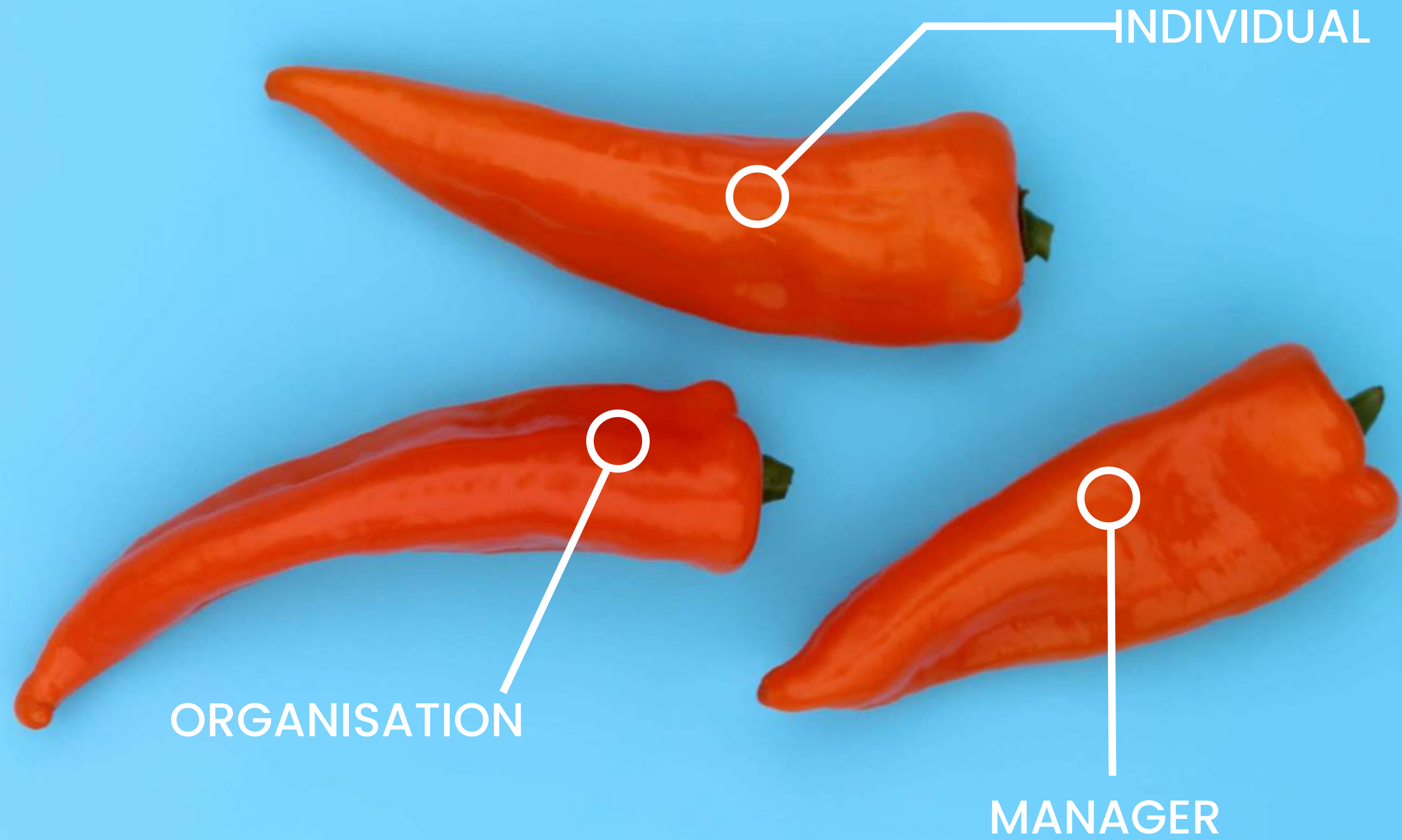
WELCOME



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What is your role as a manager in all of this?

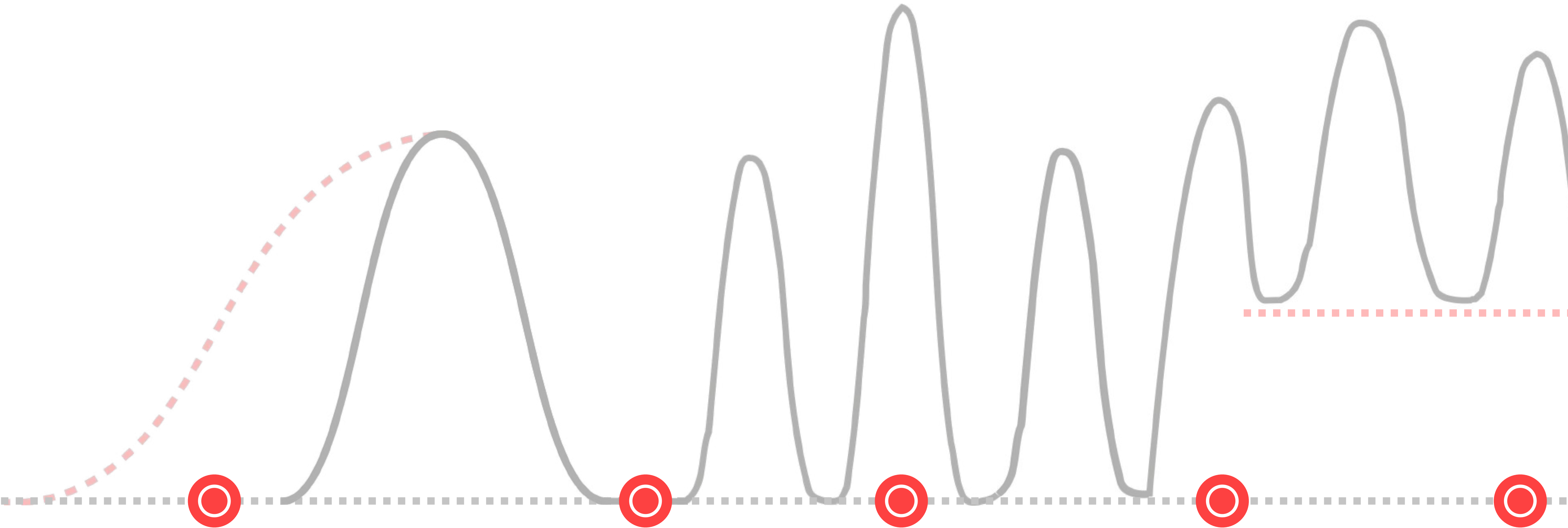
THE *buddy* CHALLENGE



MANAGER

5 KEY MOMENTS

HOW'S
WORK?



- 
- A vertical dotted line runs down the left side of the slide. At each of the five list item positions, there is a red circle with a white center, resembling a target or a bullet point.
- PREVENTING WORKLOAD
 - DISCUSSING WORKLOAD
 - DISCUSSING WORK-RELATED STRESS
 - PROVIDING SUPPORT DURING BURN-OUT
 - SUPPORTING REINTEGRATION



- PREVENTING WORKLOAD
- DISCUSSING WORKLOAD
- DISCUSSING WORK-RELATED STRESS
- PROVIDING SUPPORT DURING BURN-OUT
- SUPPORTING REINTEGRATION



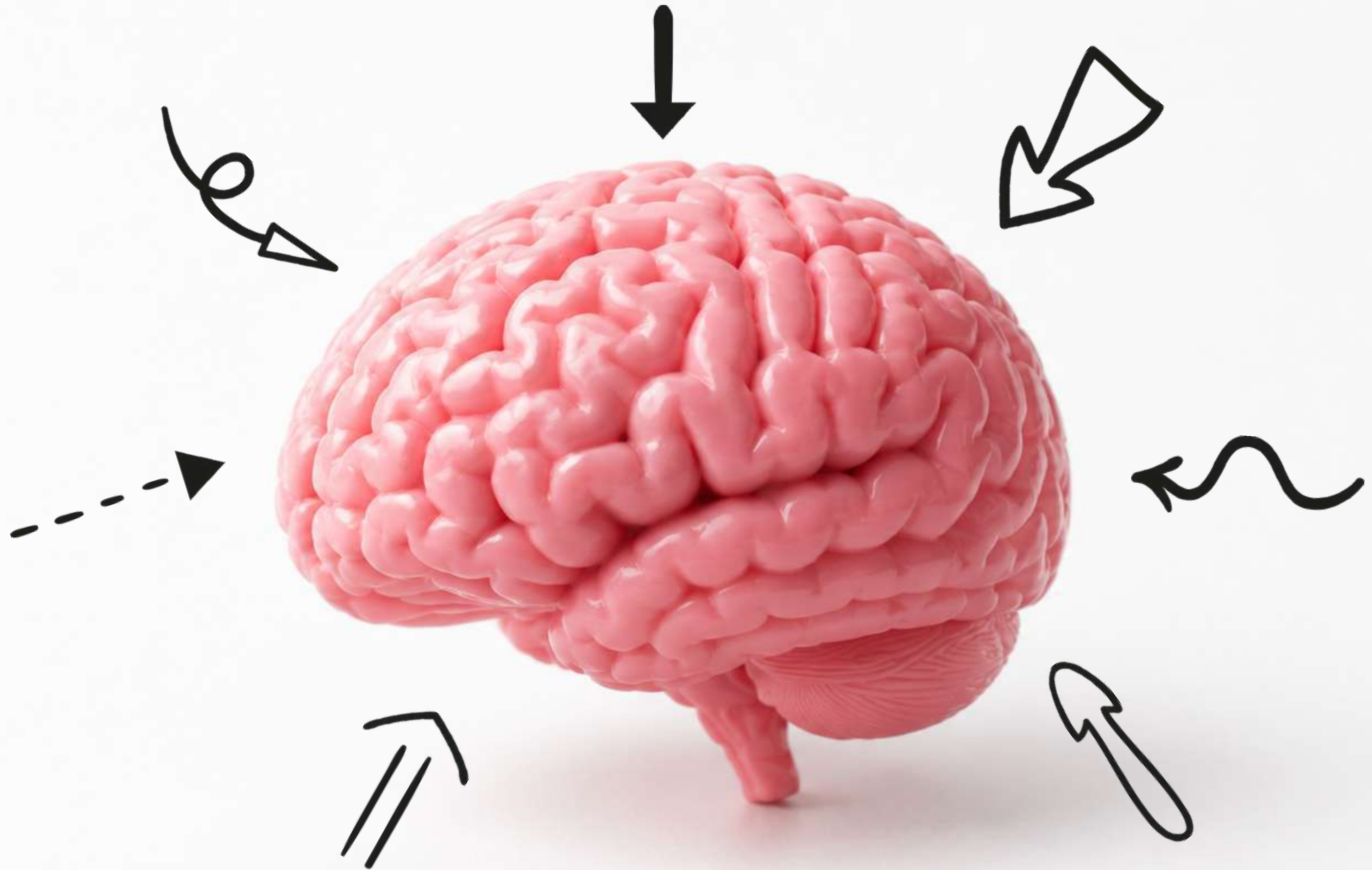
NEED FOR

clarity



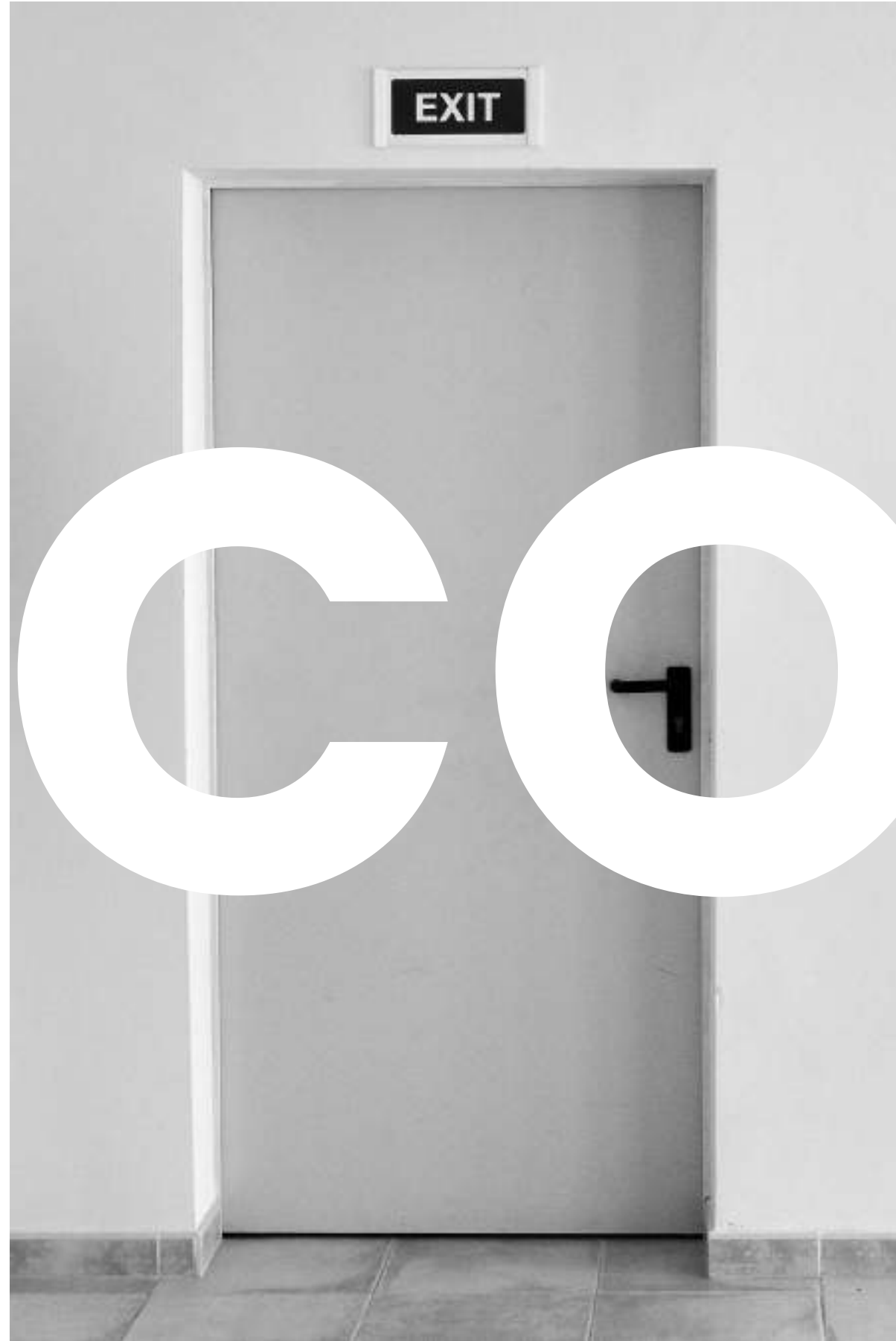


PREDICTION ERROR





YOUR *mummy* BRAIN



CONTEXT

YOUR BRAIN ON A *budget*



Source: Sterling, P. (2020). *What Is Health? Allostasis and the Evolution of Human Design..*

A photograph of a wind farm with several white wind turbines standing in a lush green field under a clear blue sky with light clouds. The text "CLARITY IS" is overlaid in bold black capital letters.

CLARITY IS

Energy management

What do you already do to give your team context and direction, so they have to guess less?
When does it happen, in your meetings, your one-on-ones, in the way you follow up?

THE *buddy* CHALLENGE

SENSE MAKING

 ONTEXT

 BJECTIVES

 OLES

 XPECTATIONS



A WORKBOOK FOR YOUR PROJECT OR ASSIGNMENT

Clarity **with CORE**

Four letters to get clear on what's expected of you. Use this booklet for a project or assignment that still feels unclear: why it matters, what it should deliver, who contributes what, and when it's good enough.

HOW TO USE THIS BOOKLET

- 1 Choose a project**
Something you're working on now that still feels unclear.
- 2 Go through the 4 letters**
Fill in what you know. Leave open what you don't.
- 3 Use the checklist**
See right away where things remain vague for you.
- 4 Ask about what's missing**
Bring the booklet to your manager.



01 - CORE
Context
Why



02 - CORE
Objectives
What

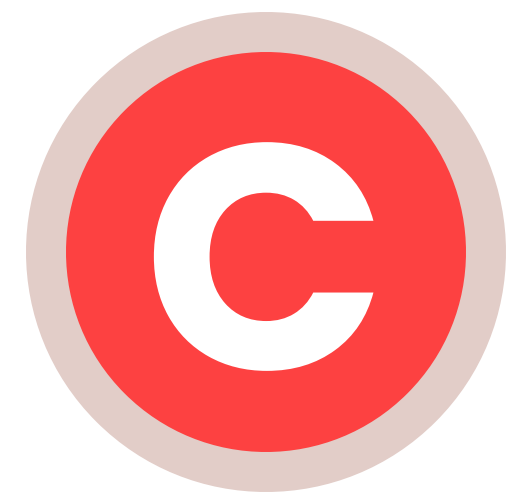


03 - CORE
Roles
Who



04 - CORE
Expectations
Agreements

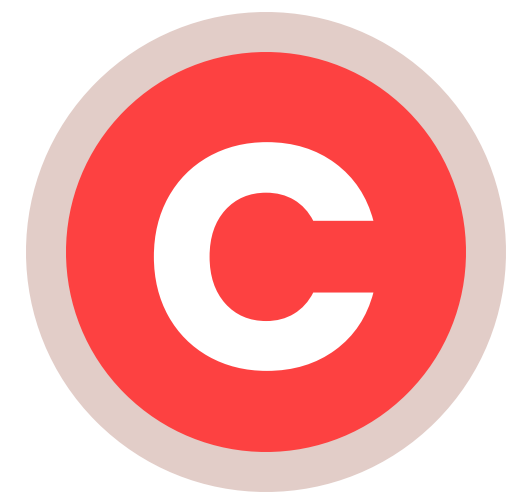
EXERCISE



ONTEXT

Why is this important?

DOING LAUNDRY

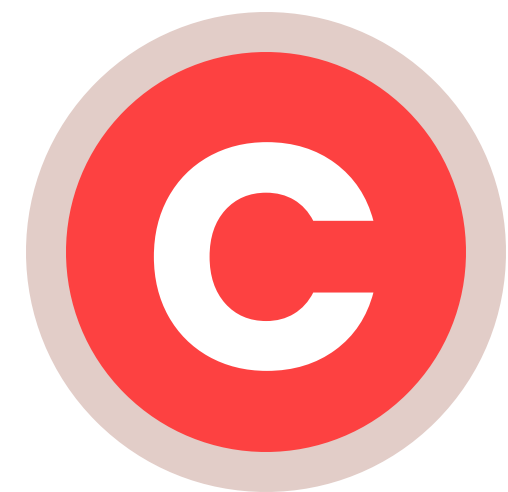


ONTEXT

Why is this important?

- ☐ Society/sector
- ☐ Eurocontrol / MUAC
- ☐ Team
- ☐ Individual

>> THE 4 CONTEXT LEVELS



ONTEXT

Why is this important?



.....



OBJECTIVES

What do we want to achieve?



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.....



.....

OBJECTIVE vs ACTIVITY



OBJECTIVES

What do we want to achieve?



.....



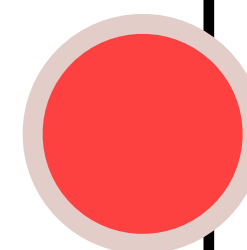
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My objective ...

- ☐ ... begins with: **"By the end of this project..."**
- ☐ ... describes what needs to be achieved
- ☐ ... is more than just an activity
- ☐ ... makes it clear when the meeting has been successful
- ☐ ... is specific enough to provide direction



ROLES

What contributions do we expect from whom?



.....



.....



.....



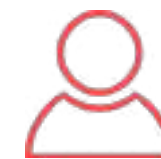
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BRAINSTORM



PROVIDE INPUT

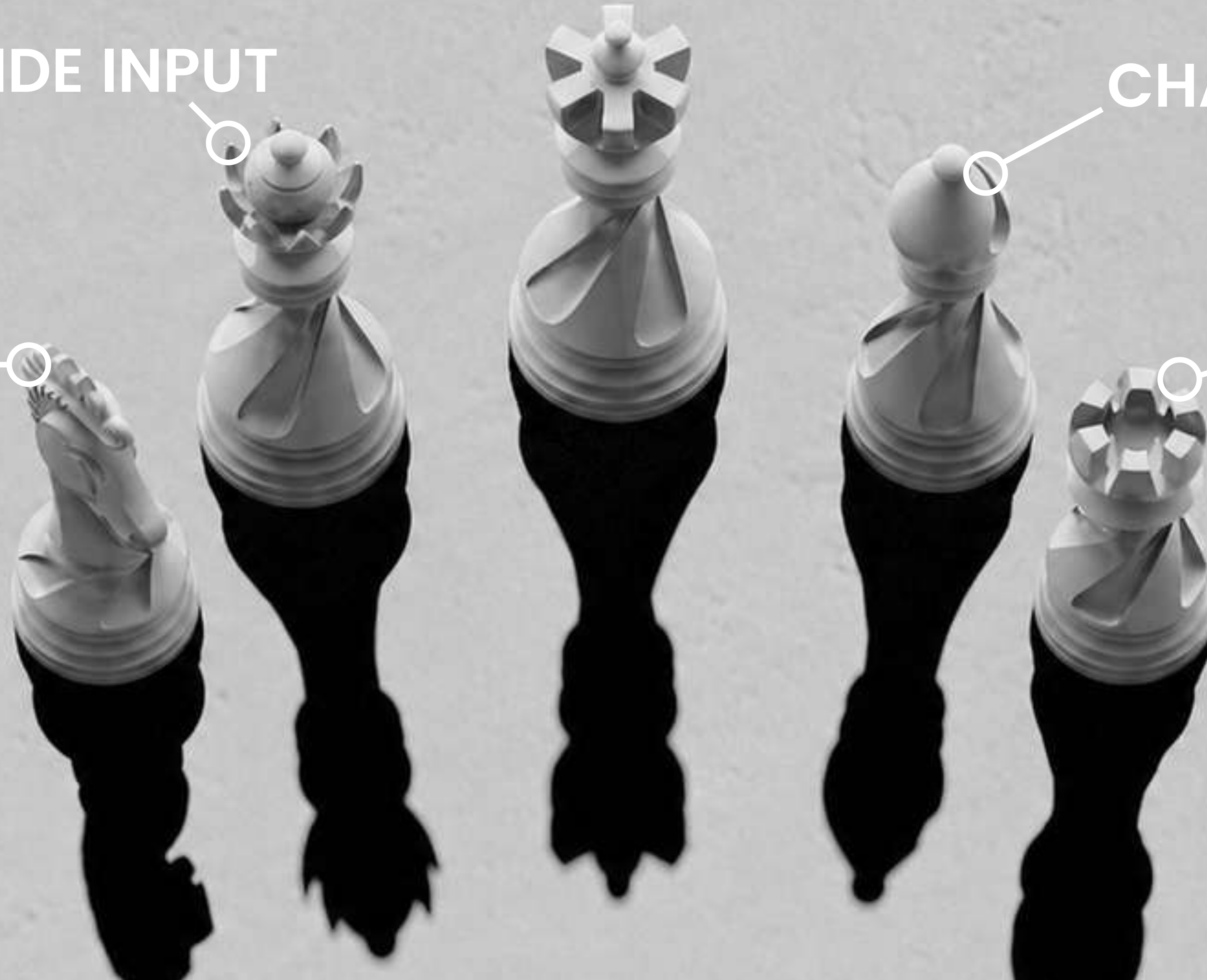


CHALLENGE



FOR YOUR ———○
INFORMATION

DECISION
MAKING





ROLES

What contributions do we expect from whom?



.....



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.....



.....



.....



.....

3 Questions

- ☐ Who should be there?
- ☐ Why are they there?
- ☐ What contribution do I expect?



XPECTATIONS

What exactly are we agreeing to?



.....



.....



.....



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**WHERE DO
WE LAND?**





XPECTATIONS

What exactly are we agreeing to?



.....



.....



.....



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.....



.....

.....

A WORKBOOK FOR YOUR PROJECT OR ASSIGNMENT

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01 - CORE
Context
Why



02 - CORE
Objectives
What



03 - CORE
Roles
Who



04 - CORE
Expectations
Agreements

EXERCISE

- PREVENTING WORKLOAD
- **DISCUSSING WORKLOAD**
- DISCUSSING WORK-RELATED STRESS
- PROVIDING SUPPORT DURING BURN-OUT
- SUPPORTING REINTEGRATION



open door POLICY



A close-up photograph of a hand pouring dark coffee from a silver metal pitcher into a clear glass. The coffee is captured mid-pour, creating a dynamic splash that extends to the left. The hand holding the glass is adorned with several bracelets, including a black one with white text. The background is a plain, light-colored surface.

“Let me
handle this”

CONTENT

CONTEXT

INDIVIDUAL



The balance

WORK DEMANDS

PRIVATE DEMANDS

WORK RESOURCES

PRIVATE RESOURCES



02. HAVING A CONVERSATION ON WORKLOAD

THE BALANCE



In this exercise, you engage in a conversations with your team or an individual team member to map out the factors that may contribute to workload.

The words *work* and *busy* are increasingly being mentioned in the same sentence. And yet, the ways in which people experience pressure at work vary from one person to another. However, pressure at work isn't always negative. When our job demands and resources are balanced, it can motivate and energise us.

In this exercise, we take a moment to reflect on the various factors that can influence the work pressure of your team members. What resources help them work with energy? What demands weigh heavily on them? And what can they and we do to keep these in balance?

! You can use this exercise both during a **one-on-one conversation** as with **the entire team**.

[INSTRUCTIONS](#)[EXERCISE](#)[VIDEO](#)

Recommendations – Supportive Leadership & Effective Dialogue

At EUROCONTROL MUAC, we highly value the wellbeing of our employees. We understand that our industry can be uniquely challenging, highly demanding, and often involves tight deadlines. That's why we have developed the following recommendations to help you as a manager to support your team members.

As a manager, you want the best for your team. You want your team members to enjoy coming to work, to be able to develop their talents, and to find their work meaningful. In short, you want to have a positive impact on your team members' experience at work.

Five key moments

To have that positive impact, you need to move forward. You can do this by having discussions can proactively address the needs and concerns of your team members and individual needs and concerns.

In the following five key moments, you can reflect in five distinct areas. You can select the key moments that are most relevant to your whole. Is everything going well? Discussing well-being and workload.

Key moments in work

It can sometimes feel like things become unbalanced. Whether you're working in the Ops Room, as a team, or when there's no immediate pressure, and ensure that everyone is engaged and motivated.

1. Roles: do
Why it works with their roles on the same page,

© How's Work?

2. Expectations: are we being clear and open?

Unspoken expectations can often lead to frustration, misunderstandings, and disappointment. It is important to ensure that all parties clearly understand what they expect from one another.

3. Talents: are we really appreciating them?

Everyone has something they are good at, and sometimes these talents are underutilised. By making this a regular focus of the check-in meetings, you give people a sense of being valued, and they can then further develop those talents.

4. Challenges: where are the hurdles?

If you only discuss problems when they get out of hand, you're already too late. Give your team the space to address challenges **early on**, so that you can work together on solutions before they become real issues.

5. Connection: are we truly working together?

It's easy to assume that as long as tasks are getting done, the team is connected and cohesive. However, building and maintaining meaningful connections within the team requires intentional effort. Regularly creating space for open dialogue, empathy, and support strengthens relationships and fosters a culture of trust and collaboration.

Key moment 2: Having a conversation on workload

The words "work" and "pressure" are increasingly being spoken in the same breath. However, pressure at work doesn't always have to be negative. When there is a balance between our demands and resources, pressure can motivate us. Instead of waiting for your team members to come to you with problems regarding any pressure they are under, you can proactively monitor the situation.

As a leader, you can make pressure at work a topic of discussion and help alleviate it by balancing task demands and resources. This requires proactive action and continuous attention to your team members' wellbeing.

1. Task demands

First of all, it is important that you regularly ask about task demands that can be particularly challenging, such as workload or deadlines. Being able to recognise signs of overload, such as decreased productivity or increased absences, can help to identify and address problems at an early stage.

2. Resources

© How's Work?

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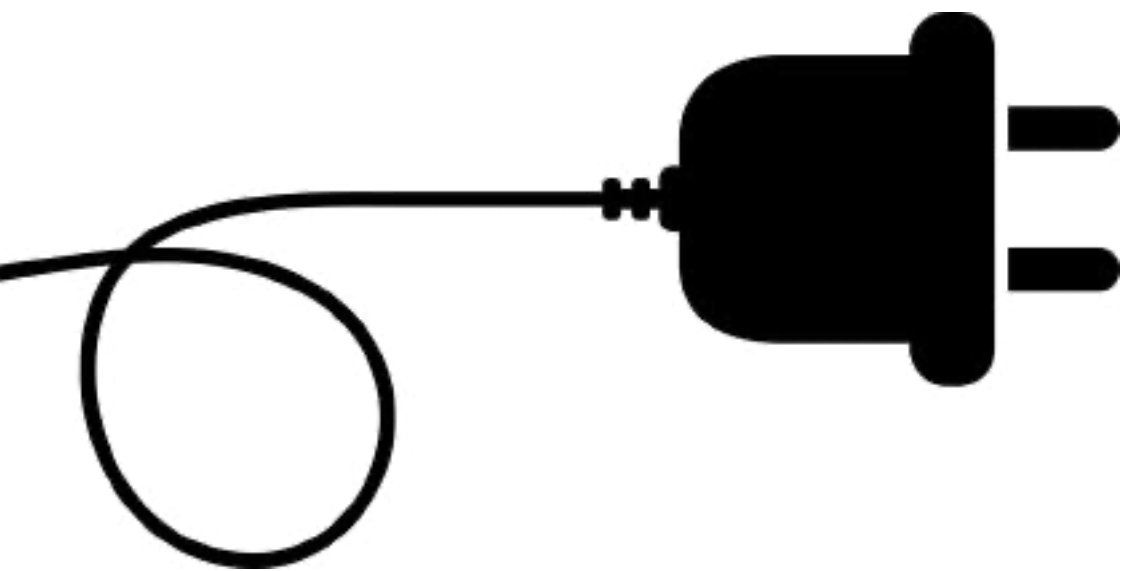
The 5 key moments

Who TAKES CARE OF THE MANAGER?

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WHO TAKES
CARE OF THE
manager?



Which conversation from the past month
drained the most energy?
And why?

THE *buddy* CHALLENGE

EMOTIONAL LABOR



SURFACE

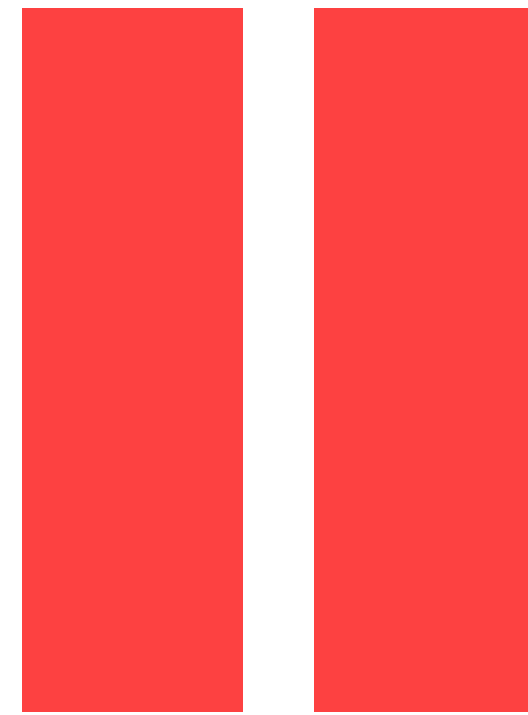
VS DEEP

ACTING

1. BRIDGE THE GAP

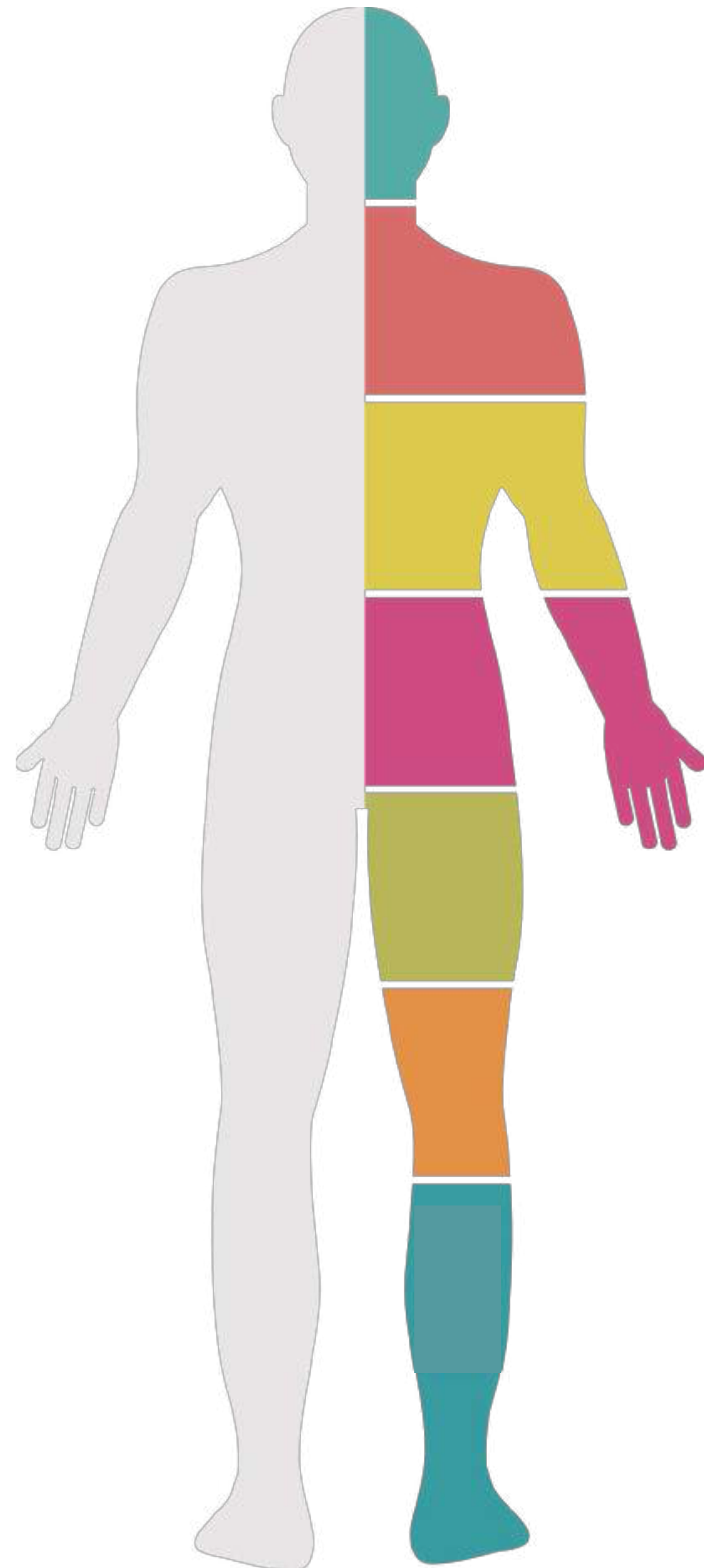


2. FIND A PLACE WHERE YOU
DON'T HAVE TO PLAY



Well... duhuh

3. BUILD IN RECOVERY TIME



● MENTAL

● SOCIAL

● SENSORIC

● CONTROL

● CREATIVE

● SPIRITUAL

● PHYSICAL

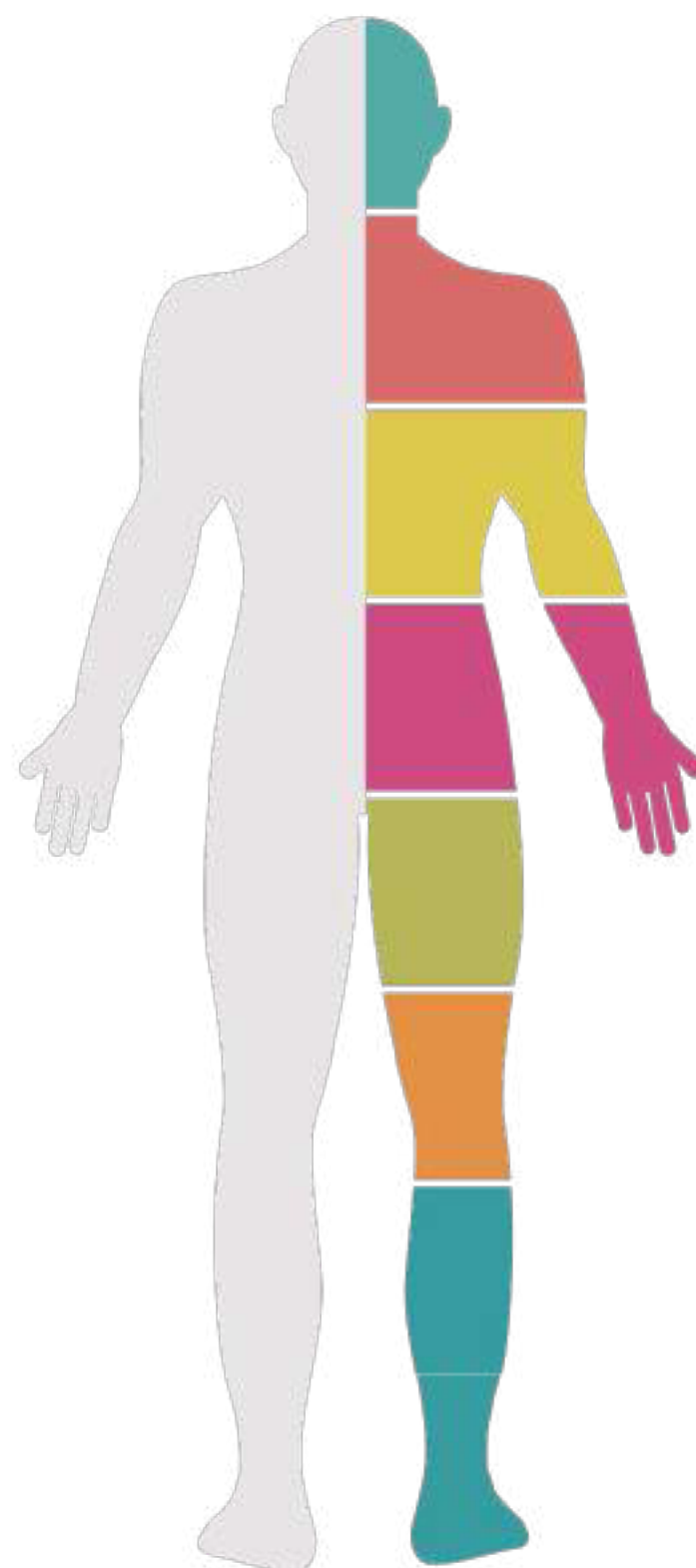
Types of rest

7 TYPES OF REST

Rest is important to recharge. But did you know that there are **7 types of rest**? If you want to recharge, you don't necessarily have to 'rest' in the usual sense of the word: lying down with your eyes closed for a while. The most important thing is that during your rest period, you **engage a different energy source** than the one you just used.

Take a moment to read the different types of rest listed here and note in the box below which type(s) of rest you need the most during a workday.

WHICH TYPE(S) OF REST DO YOU NEED THE MOST DURING/AFTER THE WORKDAY?



MENTAL

Mental rest activities are things that make you regain some space in your head.

SOCIAL

When you plan a social rest activities you rest together with other people close to you.

SENSORIC

In sensory rest activities, you try as much as possible to exclude external stimuli.

CONTROL

Sometimes you can calm your mind by creating order through control rest activities.

CREATIVE

Creative rest activities are activities on which you concentrate without a specific outcome in mind.

SPIRITUAL

Spiritual rest activities are about taking distance from yourself and think about the bigger picture.

PHYSICAL

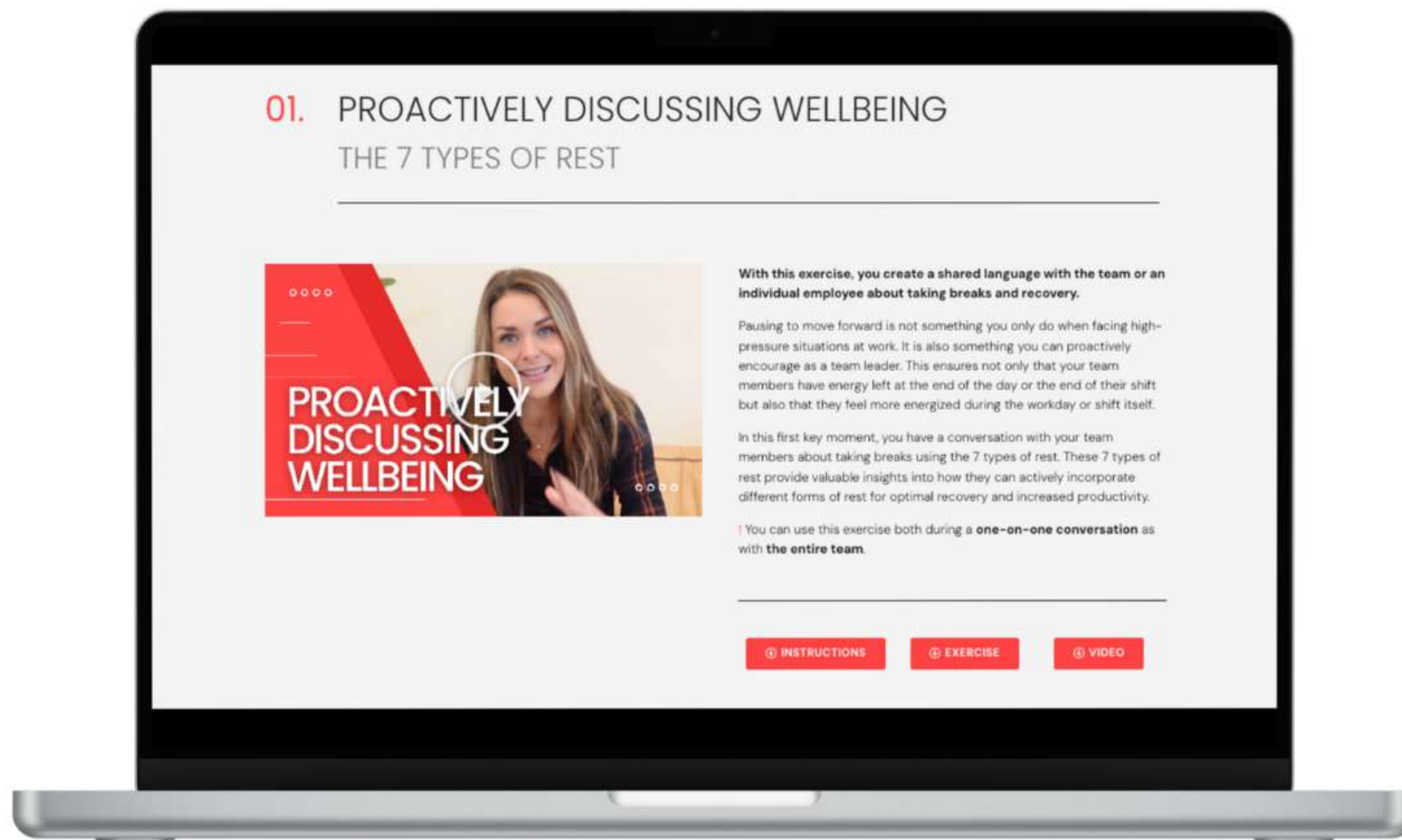
Physical rest activities are activities that move your body.

What types of rest do you practice?

What types of rest do you want to experiment with?

How could you use this exercise in your team?

THE *buddy* CHALLENGE



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Five key moments

To have that positive impact, it's crucial to press pause regularly – in order to move forward. You can do this by engaging in conversations with your team members. These discussions can provide you with the opportunity to understand the needs, expectations, and concerns of your team members, allowing you as the team leader to better address individual needs and enhance their experience at work.

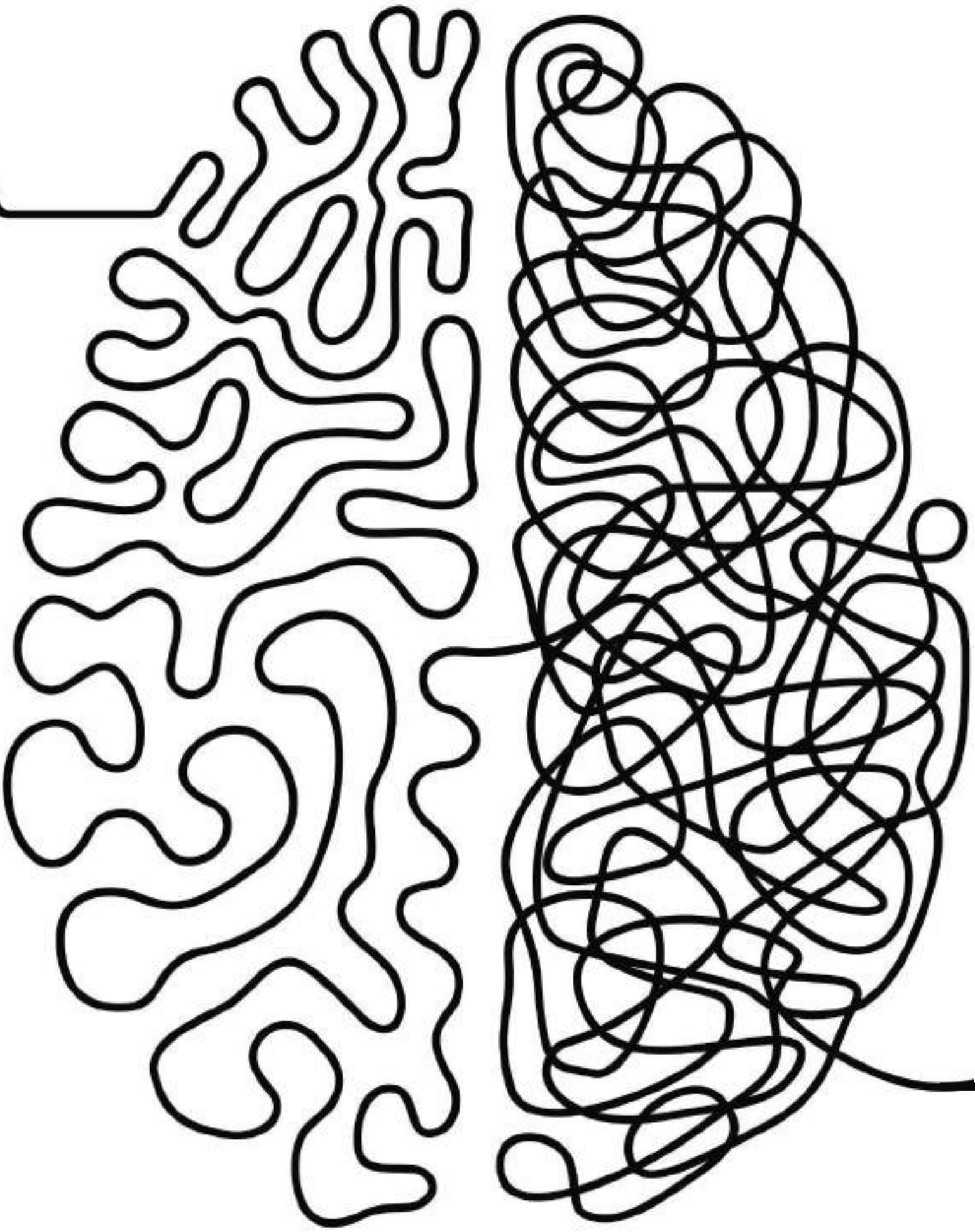
In the following recommendations, you'll find tools designed to help you pause and **reflect in five distinct ways using five key moments**, empowering your team to move forward more effectively. Depending on the current experiences of your employees, you can select the key moment that best suits the individual team member or the team as a whole. Is everything under control for now? Don't underestimate the value of proactively discussing well-being—it's a crucial step in preventing long-term absences.

Key moment 1: proactively discussing wellbeing at work

It can sometimes feel like you and your team members only need to press pause when things become unmanageable, during periods of increased pressure, or during a crisis. Whether you're working in a project-based environment, or in an operational team in the Ops Room, as a team leader it's essential to regularly schedule check-in meetings, even when there's no immediate pressure. These check-ins help the team to move forward and ensure that everyone is performing well. You can use these meetings to proactively discuss everyone's roles, expectations, talents, and challenges. The aim is to keep everyone engaged and address any potential obstacles at an early stage.

1. Roles: does everyone still know what their responsibilities are?

Why it works: people grow and change, just like the responsibilities that come with their roles. If you never take a moment to check that everyone is still on the same page, things can go awry without you realising.



YOUR TAKE-AWAYS?

INTERIM ASSIGNMENT • BEFORE DAY 2

Spot One Signal

Today you learned to recognize how stress shows up, not as one bad day, but as a change in a pattern. Before Day 2, we'd like you to try this with one real person on your team.

1 YOUR TASK

- **Choose one team member** you'd like to pay closer attention to.
- **Notice one concrete signal** over the coming weeks, a change in energy, in social behaviour, or in the quality of their work.
- **Write it down**, in a sentence or two. Not to judge it, not to fix it yet. Just to notice it clearly.

2 WHAT TO LOOK FOR

Energy

Someone who was proactive becomes withdrawn. Or the opposite: someone calm becomes restless.

Social

Less present in the team, more tension, or more isolation than before.

Work quality

More mistakes, more procrastination, or a growing need for control.

Look for a pattern, not an incident. One difficult day tells you little. A change that lasts tells you a lot more.

3 BRING THIS TO DAY 2

Come to Day 2 with what you noticed, in a sentence or two. **We'll use it as real material** to practice the conversation itself, so it's grounded in your own team from the start.

HOW'S
WORK?

THANK
YOU!

