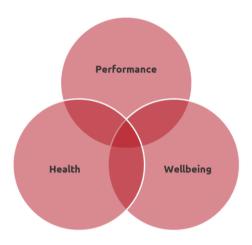


HEALTHY LEADERSHIP

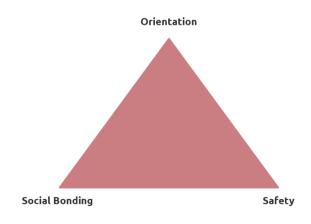
WHAT IS IT ABOUT

Healthy Leadership combines performance, health and wellbeing in a sustainable way.



THE LEADERSHIP TRIANGLE

If you want your team to feel well led in terms of health and wellbeing than take this model and bring it into action every day.



Orientation Strategy, situation, priorities, next steps, ...

Social Bonding Staying in touch, emotional involvement, appreciation, ...

Safety Job security, safe work environment, dealing with uncertainty, ...



FACTS ABOUT HEALTHY LEADERSHIP

"Health is a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity." (World Health Organization)

- The main reason for occupational disability (with around 37% of all cases) are mental illnesses like burn-out, depression or anxiety disorders (Swiss Life Germany, 2019).
- Who works under a manager with poor leadership qualities has a 25% increased risk of getting a heart attack the next 10 years (20.000 employees in Europe; Karolinska Institut Sweden, 2009).
- The risk of getting a heart attack is significantly reduced by showing appreciation and acknowledge performance (Heinz Nixdof Recall studies (HNRS), 2003).
- Sick leave is reduced by 2 days per year if managers praise their employees, respond to their ideas, take time and admit own mistakes (Prof. Fischer ETH Zürich, 2005).
- Managers take along their levels of sick leave from one department to another (so called VW-study).

PRINCIPLES OF HEALTHY LEADERSHIP

SAFETY & TRUST	APPRE- CIATION	LOAD CONTROL	AUTONOMY	VISION	CULTURE
Treat each other with trust; Make transparent and comprehensive decisions; Practice a cooperative leadership style; Provide understandable performance reviews/ feedback	Appreciate everyone regardless of his or her background; Treat each other with respect; Hand over demanding tasks; Say "thank you"!	Focus on a sustainable resource and energy management; Put an emphasis on productivity instead of presenteeism; Know the stress levels of your team	Let your team decide autonomously (e.g. about working hours, tasks, priorities) within clear boundaries; Put an emphasis on complete tasks (instead of separate tasks)	Create a strong vision for the team; Strengthen the strengths of your team members; Make sure everyone knows about his or her contribution to team success	Create a positive working atmosphere; Be reliable; Celebrate team achievements



GETTING STARTED

#1 NEW WORK-LIFE-TRANSITION STRATEGIES FOR YOU AND YOUR TEAM

How to do it

- Organize a team meeting and take about 30-60 mins. time.
- Explain what you have learned about work-life-transition and why it's crucial for sustainable performance (recovery, energy, motivation).
- Discuss the following questions with the team:
 - What have been your strategies for a better work-life-transition before Covid-19?
 - Which strategies could help you with your work-life-transition when working from home?
- Summarize and send to everyone in your team.

#2 AVAILABILITY RULES FOR YOU AND YOUR TEAM

How to do it

- Take the checklist and discuss with your team.
- Create your own version for your team.
- Evaluate after 3-4 weeks.

Benefits

- Makes it easier for everyone to switch "off" and say "no".
- Takes into account the more flexible living conditions when working from home.
- Gives autonomy and safety within clear boundaries.

Availability Rules

(for internal communication only)

1) Recovery is crucial. That's why we allow ourselves to switch "off" and not be available 24/7.

2) We respond to all messages until 11am the next day.

3) We don't send messages after 8pm.

4) If it's urgent we make a call. If it's really urgent we call twice.

5) If we have a different expectation about the response we will tell/write our colleagues about it.



#3 INVEST TIME AND ENERGY IN SELF-CARE

How to do it

- Take 5 mins., think about what really gives you energy.
- Do it.
- Repeat.

Background

- If you want to take care of others you have to take care for yourself as well.
- Your energy levels are not god given but the result of your own energy management.
- A well known principle from professional sports: "The harder you work the more recovery you need."