



This workbook helps people take part in a Mental Wellbeing by Design Process. It explains the purpose of the process, and the benefits. It helps your team discuss the work it does and how this affects their mental wellbeing. It also helps you identify ways to improve the work.

The benefits: Protecting people's mental wellbeing by creating 'good work'

There are things at work that can harm, or protect, people's mental wellbeing. Things that protect mental wellbeing help create 'good work' while things that harm wellbeing can create 'toxic work'.

The Mental Wellbeing by Design Process will help you identify things in your workplace that harm or protect people.

You and your workmates can then come up with ideas for redesigning the work to reduce the harmful things and increase the protective ones.

Note, a lot of things can affect someone's mental wellbeing, including things outside of work. This process, however, just focuses on things that happen within the workplace.

The process: how it works

You work through the process with a group of people working in the same job or team as you, as it is important that you all have a good understanding of the work.

Step 1

Use this workbook to discuss and assess the extent to which various things at work harm or protect the mental wellbeing of the group.

Completing the assessment process

On one side of the workbook on the next page there is a list of things that are known to protect mental wellbeing at work. On the other side is a contrasting list of things known to harm wellbeing at work.

The list is broken into four areas:

Task: The nature and demands of the work and how it is organised.

Individual: The impact of work on a person and its meaning to them.

Social: The relationships and personal connections at work.

Organisational: The culture, systems, and employment processes at work.

Starting with the *Task* area, the group discusses each pair of contrasting descriptions. Working on their own they rate how this aspect of work is currently (i.e., over the last month) affecting their mental wellbeing. They do this rating using a scale from 1 (very harmful) to 10 (very protective). Once they have got an individual position they share, and discuss their rating with the group. Participants are free to change their individual ratings based on the insights they gather from others.

One person in the group then records the final rating for each individual on a single workbook as a group record, i.e., a tally of the various ratings across the group.

Next, the group discusses all their ratings for the *Task* area and decides whether the *Task* area could be described as Toxic, Decent or Good Work.

Toxic work is work that significantly harms people's wellbeing.

Good work is work that supports the wellbeing of people.

Decent work is somewhere in the middle.

Then the group identifies the one or two most harmful risks related to the *Task* area. These are recorded on the Action page at the back of the workbook.

This discussion and assessment process is repeated for the other three areas of work: *Individual*, *Social*, and *Organisational*.

Step 2

Use the insights from your discussion to come up with ideas for dealing with harmful things, while keeping the protective ones.

Ideas for actions

Once the discussion and assessment are completed the group then uses the results to identify:

1. Key risks to their mental wellbeing and what can be done to eliminate or minimise them.
2. Things that are protecting their wellbeing and what can be done to maintain this protection.

Mental Wellbeing by Design Process — Ratings

Name of operational or functional group:

Task

Rate the extent to which the factors below are harming or protecting the mental wellbeing of people in your work area. 1 = Very harmful and 10 = Very protective.

Harming Factors	1	2	3	4	5	6	7	8	9	10	Protective Factors
Unacceptable workload											Acceptable workload
Repetitive or unchallenging tasks											Variable, challenging tasks
Hectic work											Well-paced work
Unrealistic time frames or targets											Realistic timeframes & targets
Inadequate or insufficient equipment											Adequate, sufficient equipment
Understaffed											Adequately staffed
Poor match between skills & work requirements											Good match between skills & work requirements
Unclear goals or expectations											Clear goals & expectations
Lack of autonomy or control of task or pace of work											Autonomy & control of task or pace of work
Lack of involvement in decisions											Appropriate involvement in decisions
Poor physical working conditions											Good physical working conditions
Add other harming factors relevant to the task:											Add other protective factors relevant to the task:

Considering your ratings above, circle the extent to which this reflects toxic, decent or good work.

Overall Task Assessment:

Toxic

Decent

Good

Individual

Rate the extent to which the factors below are harming or protecting the mental wellbeing of people in your work area. 1 = Very harmful and 10 = Very protective.

Harming Factors	1	2	3	4	5	6	7	8	9	10	Protective Factors
Work lacks meaning or purpose											Work has meaning & purpose
Underuse of current competencies											Good use of current competencies
Lack of learning opportunities											Varied learning opportunities
Lack of internal progression opportunities											Good internal progression opportunities
Inflexible work schedules											Flexible work schedules
Inadequate rest or recovery time											Adequate rest & recovery time
Poor work-life balance											Good work-life balance
Add other harming factors relevant to the individual:											Add other protective factors relevant to the individual:

Considering your ratings above, circle the extent to which this reflects toxic, decent or good work.

Overall Individual Assessment:

Toxic

Decent

Good

Social

Rate the extent to which the factors below are harming or protecting the mental wellbeing of people in your work area. 1 = Very harmful and 10 = Very protective.

Harming Factors	1	2	3	4	5	6	7	8	9	10	Protective Factors
Difficult or destructive work relations											Positive, respectful work relations
Threatening, harassing, or bullying work relations											Non-threatening, supportive work relations
Irregular or unsocial working hours											Regular, social working hours
Unsupportive leaders or colleagues											Supportive leaders & colleagues
Inadequate or ambiguous communication											Clear & transparent communication
Lack of appreciation or recognition											Meaningful appreciation & recognition
Unclear or conflicting roles											Clear, distinct roles
Add other harming factors relevant to social aspects of your work:											Add other protective factors relevant to social aspect of work:

Considering your ratings above, circle the extent to which this reflects toxic, decent or good work.

Overall Social Assessment:

Toxic

Decent

Good

Organisational

Rate the extent to which the factors below are harming or protecting the mental wellbeing of people in your work area. 1 = Very harmful and 10 = Very protective.

Harming Factors	1	2	3	4	5	6	7	8	9	10	Protective Factors
Leaders undervalue wellbeing											Leaders value wellbeing
Lack of, or unclear, wellbeing policy											Clear, communicated wellbeing policy
Lack of psychological safety											Psychological safety
Discrimination or undervaluing diversity											Inclusion & valuing of diversity
Inappropriate (under or over) monitoring of work											Appropriate monitoring of work
Imbalance of effort & reward											Balance of effort & reward
Unfair or inconsistent treatment											Fair & consistent treatment
Unacceptable rate of change											Acceptable rate of change
Lack of job security											Job security
Discriminatory contract arrangements or pay											Fair contractual arrangements & pay
Add other harming factors relevant to the organisation aspects of your work:											Add other protective factors relevant to the organisation aspects of work:

Considering your ratings above, circle the extent to which this reflects toxic, decent or good work.

Overall Organisational Assessment:

Toxic

Decent

Good

Mental Wellbeing by Design Process — Actions

Group: _____

Using the insights gathered from the Mental Wellbeing by Design Assessment ratings, identify:

- a) The key risks to mental wellbeing and what can be done to eliminate or minimise these risks
- b) The key aspects of the work that are protecting wellbeing and what can be done to maintain or strengthen this protection.

	Harming Mental Wellbeing	Protecting Mental Wellbeing
Task	Significant harmful risks:	Significant protective factors:
	Actions to eliminate or minimise the risk:	Actions to maintain the protection:
Individual	Significant harmful risks:	Significant protective factors:
	Actions to eliminate or minimise the risk:	Actions to maintain the protection:
Social	Significant harmful risks:	Significant protective factors:
	Actions to eliminate or minimise the risk:	Actions to maintain the protection:
Organisational	Significant harmful risks:	Significant protective factors:
	Actions to eliminate or minimise the risk:	Actions to maintain the protection: