

CASE STUDY

Wellbeing Conversations

Project Owner

Lendlease Building Pty Ltd

Delivery Partner

Resource Advisory

Project Overview

In June 2020, at the height of the first phase of the COVID Pandemic, Lendlease commissioned an initiative with a long-term consulting partner, Resource Advisory, to intervene in wellbeing impacts being tracked in employee surveys.

This initial Program was designed for People Managers and intended to upskill leaders to be able to discuss Wellbeing, identify Wellbeing concerns and support Lendlease people to focus on restoring wellbeing.

Project Objectives

More than 200 Lendlease Building People Managers commenced a Program of Activity to support and encourage Leader-Led Wellbeing Conversations.

The Program was designed to 'support' Lendlease staff as they adapted to changing working arrangements, primarily related to COVID.

The Objectives for the Wellbeing Conversations Program were to:

1. Engage Senior Leaders in the importance of the Wellbeing Conversations,
2. Provide specific entry points, skills and practices for conversations,
3. Gain commitment for future conversations to be held, and
4. Gather feedback from Wellbeing Conversations and use this data to advance Lendlease's support for wellbeing as required.



A key finding from this Program was that leaders did not have a strong sense of their own Wellbeing, how they might enhance Wellbeing and how they could bring about Wellbeing outcomes for themselves and others.

This finding inspired the design of a Stage 2 intervention, the Alumni Program, which offered leaders a 'deep dive' experience to understand how to enhance their personal Wellbeing.

It was widely reported that conversations about mental health and wellbeing were normalised during this intervention. The intervention created opportunities to share stories and have open discussions about wellbeing, encouraging more conversations and more direct action by individuals and teams to talk about and restore Wellbeing during the challenging lockdown period.


The Approach

The Wellbeing Conversations Program was designed to make support leaders to feel comfortable approaching a Wellbeing Conversation by equipping them with tools and skills to make the conversation accessible. The Alumni Program was designed to support People Managers to explore 12 discreet Domains of Wellbeing and to develop a more holistic sense of what constitutes Wellbeing.

The delivery method for these 2 Programs consisted of:


1. Highly interactive workshops focused on identifying the 'real issues at play' regarding wellbeing within the organisation and introducing specific skills and practices. All leaders had opportunities within the Workshops to practice and explore the skills in both group format and one on one.
2. A requirement to practice the skills learned between sessions, encouraging leaders to engage in activities that migrated the skills introduced in Workshops to the Workplace.
3. Individual and group coaching where leaders could share insights, experiences and outcomes from their experience in implementing their skills

Outcomes and Achievements



Both Programs had high rates of participation and positive evaluations. In Coaching Rooms, People Managers reported ongoing conversations and actions that involved interventions for their own wellbeing as well as the wellbeing of those in their teams. Of the Wellbeing Program participants:

- 91% completed at least one Wellbeing Conversation between the Workshop and the Coaching Room
- 96% agreed or strongly agreed that the skills they learned in the workshop helped them have an effective Wellbeing conversation
- 91% agreed or strongly agreed that they would value more coaching and support for their team in the domain of Wellbeing
- 99% agreed or strongly agreed that the online experience of the workshops was an effective way to impart these skills



Outcomes from these Programs were possible due to conviction at the most senior levels of the organisation. This, coupled with the learnings from the Programs, then translated to attitude and behavioural change within the participants and created the conditions for wellbeing outcomes to arise within the organisation.

Contact us

For more information or to get involved in shaping the Culture Standard, please contact us: