

10 universal truths about wellbeing

These truths are drawn from research, scientific literature and decades of applied practice in professional and leader wellbeing. They hold true regardless of role, industry or organisation – a foundation for anyone thinking seriously about what wellbeing actually is, and how it works.

1 Allies, not adversaries. Wellbeing and performance work together. Sacrificing one for the other is a false economy over time.

6 It's subjective. Perceptions of demands and resources differ from person to person. Wellbeing is personal.

2 Demands come from everywhere. Challenges arise from our own thoughts and feelings, or from others and our circumstances.

7 Work and life combine. The two blend holistically, which is why wellbeing looks different for every individual.

3 Resources need refilling. Whether internal or accessed through others, they are fuel we must conserve, renew and replenish.

8 It ebbs and flows. Wellbeing isn't static. It shifts with circumstances, thoughts, feelings and behaviours.

4 Many dimensions. Demands and resources show up physically, psychologically, intellectually, socially and emotionally.

9 Change is possible. We can't control everything, but constructive personal change is usually within reach.

5 Balance matters. Wellbeing suffers when demands outweigh resources, and even a surplus of unused resources can diminish it.

10 Collective agency is rising. As wellbeing democratises, teams and leaders gain more power to change culture and policy.

Want to go deeper? Overleaf: about the author, and how GLWS turns these truths into a measurable wellbeing system for leaders and teams.

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About the author & GLWS®

ABOUT THE AUTHOR

Audrey McGibbon

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Audrey McGibbon is a Chartered Coaching and Occupational Psychologist with over 35 years' experience at the intersection of leadership, wellbeing and organisational performance.

She has advised leaders across finance, banking and professional services, including risk, compliance, regulatory, forensic and legal environments, and leads research on one of the most comprehensive longitudinal datasets on leadership wellbeing globally.

Audrey is a sought-after speaker at industry and academic forums worldwide, and works with organisations to reframe wellbeing as a performance asset and leadership wellbeing as a strategic driver of results.

More about Audrey: glswellbeing.com/audrey-mcgibbon

ABOUT GLWS®

Eek & Sense®

The firm behind GLWS®

Eek & Sense is a specialised, independent firm of Australian business psychologists, pioneering new approaches to leadership, culture, performance and wellbeing. In 2015, a group of experienced organisational psychologists set out to make leadership wellbeing measurable, and to make protecting it a priority rather than an afterthought.

The result was the GLWS Wellbeing Framework and its assessment and reporting system – independently validated, including by the University of Melbourne, completed by more than 10,000 leaders, and trusted by a global network of over 500 accredited practitioners and organisations.

**MEASURE.
UNDERSTAND.
ACT.**

The GLWS System measures wellbeing, makes sense of what it finds, and shows exactly what to do next, so individuals and organisations can protect health and performance before issues take root. **Learn more:** glswellbeing.com/system



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