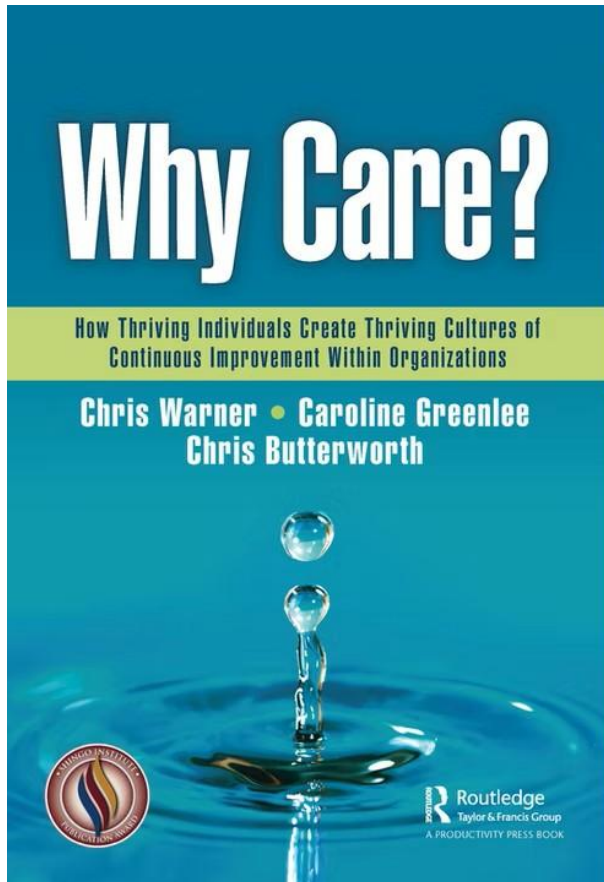




Why Care

Manufacturing NI

Sept. 2026

Results

Your main challenges

People challenges



Results

Your main challenges



Results

Your main challenges



Results



2003



Last tyre made in Michelin's Ballymena plant

Date: 30th April 2018

Author: Stephen Goodchild

Comments: 0



Michelin's plant in Ballymena opened in 1959 and, at the time its closure was announced, employed 950 people.

2018

About Me

Caroline Greenlee

- Accredited Professional Coach
- Certified Team Coach
- EQ-i – Licensed Practitioner
- Six-Sigma Green Belt
- Experienced Leader, Trainer & Facilitator
- Have a wide range of sector and function experience



Results

Plan for our session today

The world
outside &
inside

Psychological
Well-being

Thriving
Plans

Thriving &
Continuous
Improvement

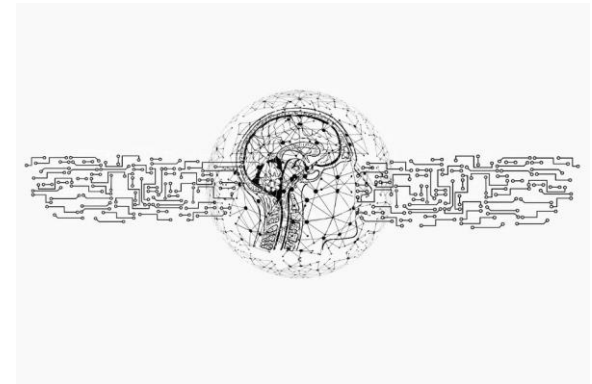
Results

Our Changing World



We are experiencing unprecedented levels of change

This generation is going to experience more rapid and extensive change than even the first Industrial Revolution



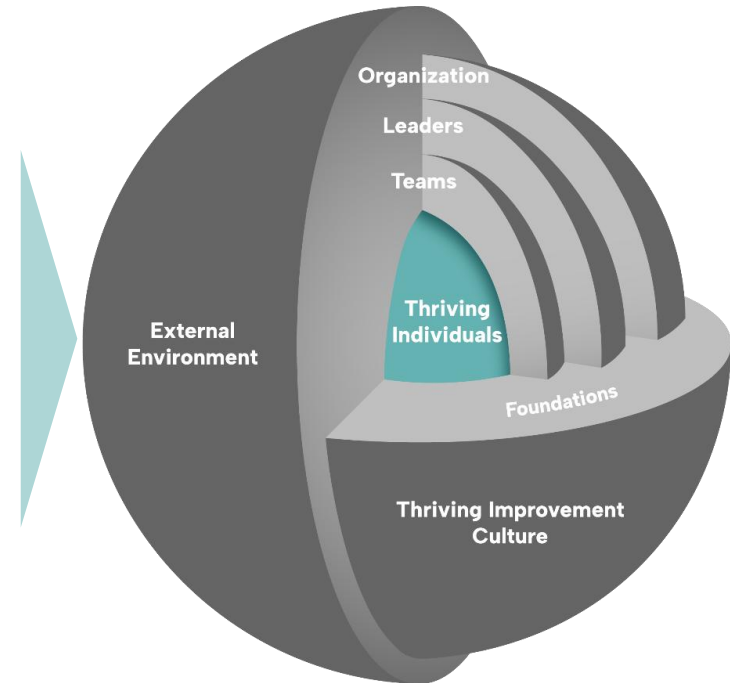
The next five years will see more changes in business than in the last 50

CIPD

Results

VUCA - BANI

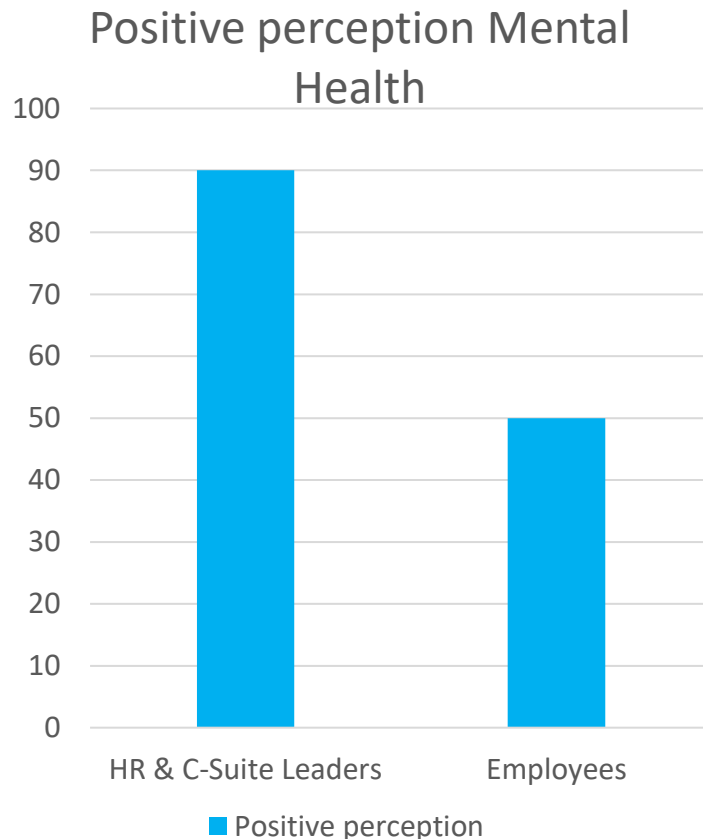
VUCA	BANI
Volatile	Brittle
Uncertain	Anxious
Complex	Non-Linear
Ambiguous	Incomprehensible



The 'Why Care Model'

Results

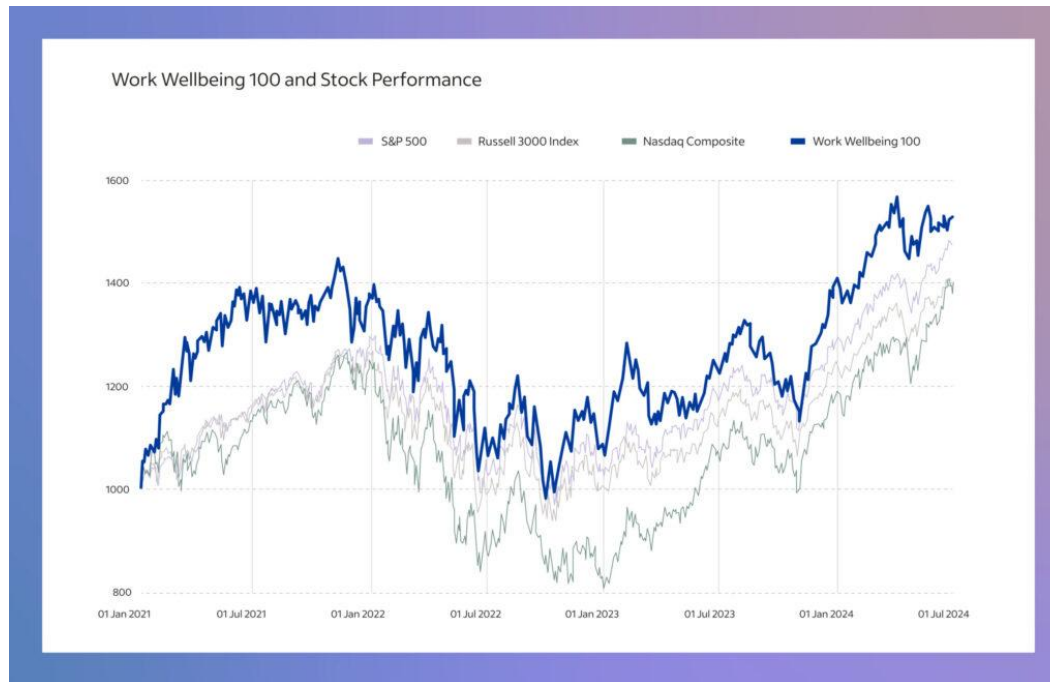
Impact of work on wellbeing



- 60% of employees worldwide say their job is the biggest factor influencing their mental health.
- Managers have just as much of an impact on people's mental health as their spouse
- 81% of employees worldwide would prioritise good mental health over a high-paying job
- 64% admit they would take a pay cut for a job that better supports their mental wellness.
- 8% of employees would not wish their job on their worst enemy

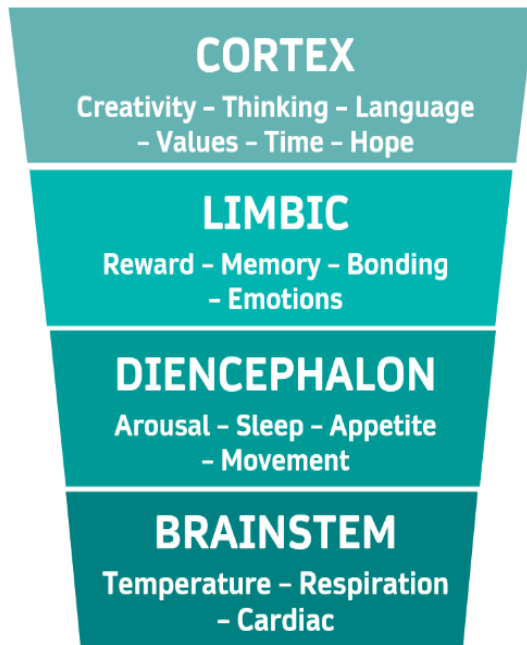
Results

Wellbeing & Performance



Results

Our Brain



We are actually feeling beings who can sometimes think and not thinking beings who sometimes feel.

All experience is processed from the bottom up.

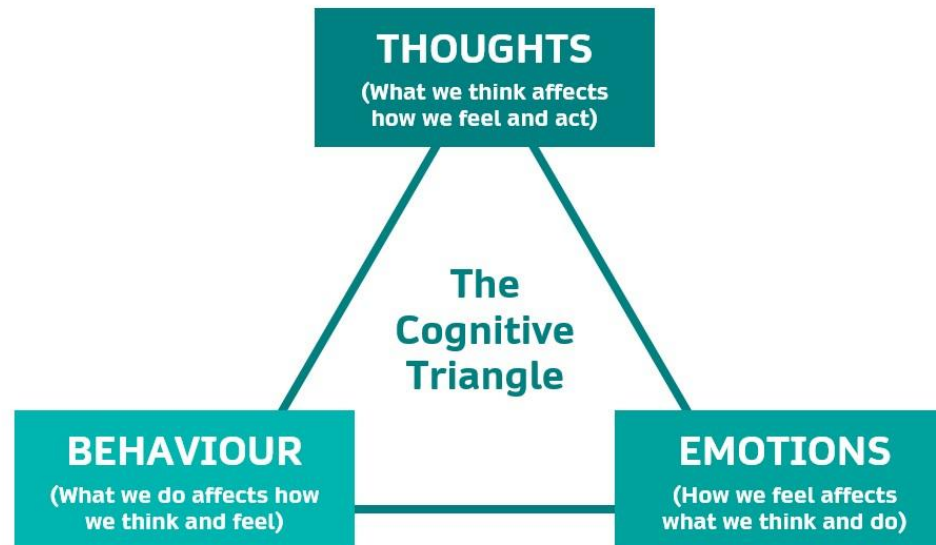
To get to the top, “smart” part of our brain, we have to go through the lower, not-so smart part.

We are biologically hardwired for belonging.



Results

Our Brain



Results

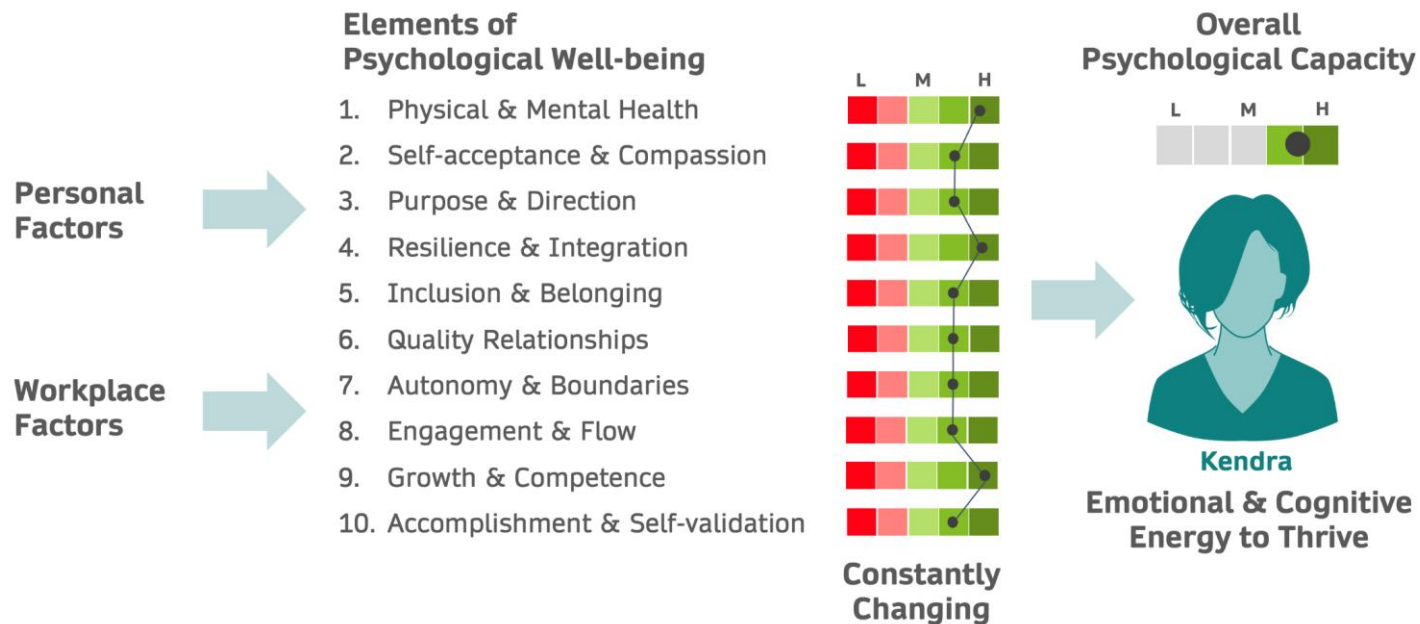
Window of Tolerance

Dan Siegel

HYPERAROUSAL ZONE	FIGHT OR FLIGHT IS ACTIVATED Angry, Fearful, Anxiety, Panic, Emotionally Overwhelmed, Racing Thoughts, Difficulty Concentrating, Tension, Shaking, Unable to Rest, Sleep Issues
WINDOW OF TOLERANCE	OPTIMAL AROUSAL ZONE Feel Present, Feel Safe, Feel Open and Curious (versus defensive and judgemental), Awareness of Boundaries, both Yours and Others, Feel and Think Simultaneously and Choose Response to suit the situation
HYPOAROUSAL ZONE	Feeling Numb "I just can't Think", Lethargic, Low Energy and Exhaustion, Body Starts to Shut Down - Blood Pressure Drops, Slow Digestion, Feeling of Emptiness and Disconnected, Depression FREEZE RESPONSE IS ACTIVATED

Results

Psychological Wellbeing



Results

Psychological Wellbeing

Elements of PWB

1. Physical & Mental Health
2. Self-acceptance & Compassion
3. Purpose & Direction
4. Resilience & Integration
5. Inclusion & Belonging
6. Quality Relationships
7. Autonomy & Boundaries
8. Engagement & Flow
9. Growth & Competence
10. Accomplishment & Self-validation

PWB – Psychological Well-being



Krishna



Clare



Ameira



Kirsty

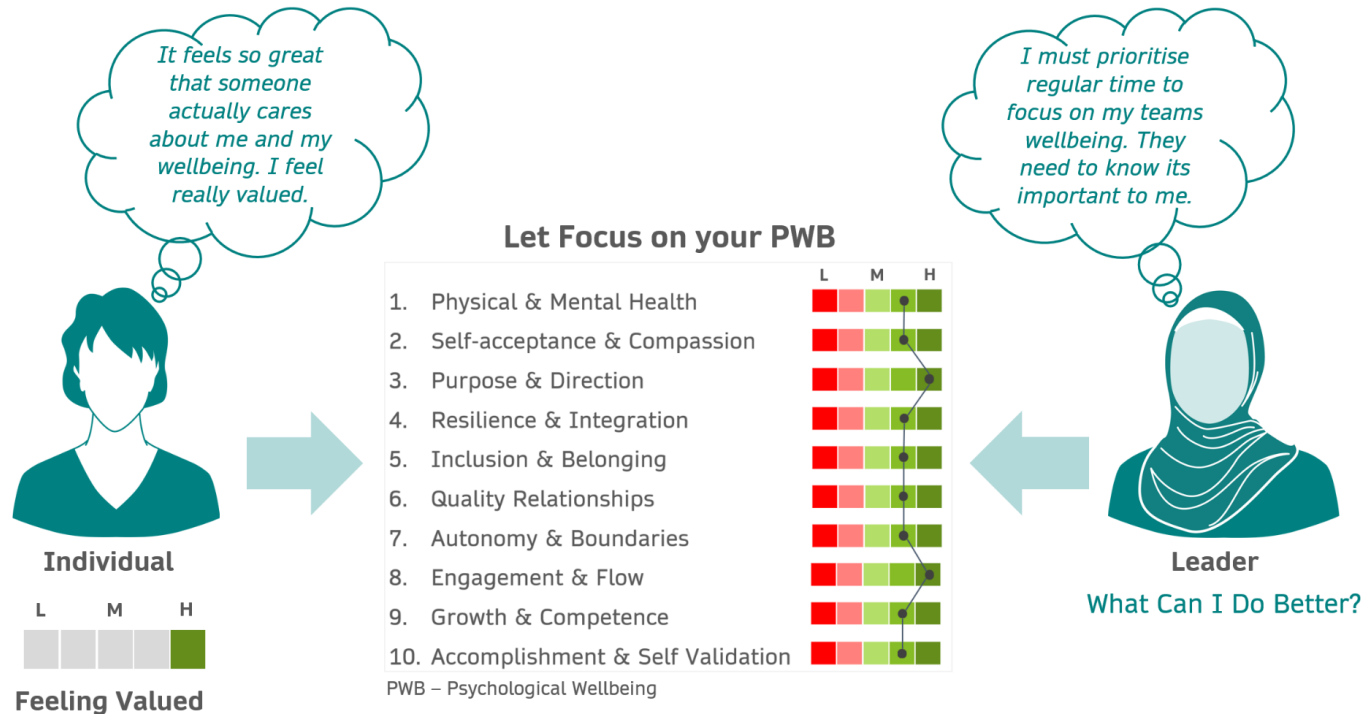


Azman



Results

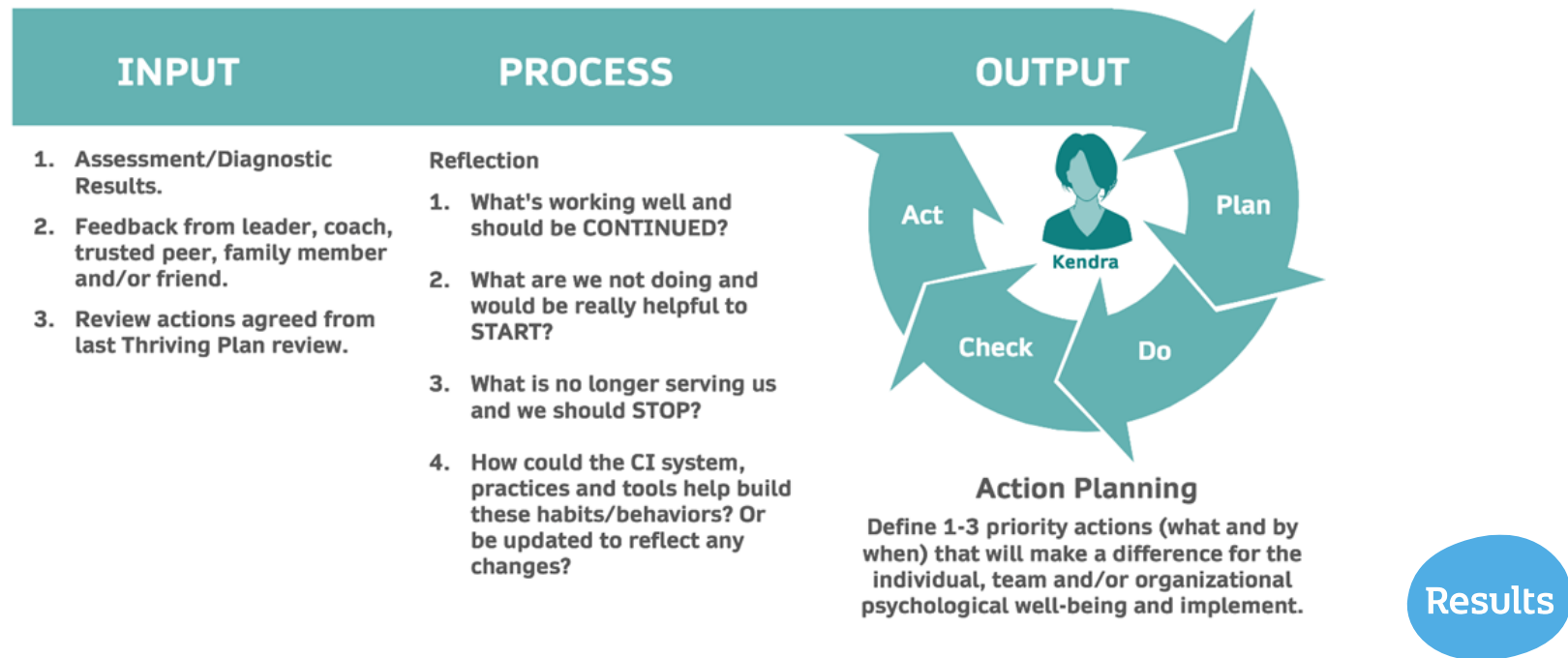
Role of Leaders



Results

Thriving Plans

Every individual, team, leader, and the organisation needs to have a thriving plan



Wellbeing & CI

Manage
Psychological
Wellbeing

To

Unlock
Psychological
Capacity

Emotional and
Cognitive
Energy

To

Use Within the
Improvement
System

To



- Improve Performance
- Manage Change

Results

Creating Culture of Respect

The only thing of real importance that leaders do is manage culture. If you don't manage culture, it manages you and you may not even be aware of the extent to which this is happening.

EDGAR SCHEIN

MIT SLOAN MANAGEMENT

'Respect Every Individual' – Shingo

- Respect is a verb – it's values in action.
- It's about behaviours and the small things are the big things
- Important to value and empower people at all levels in the organisation

Results

Trust

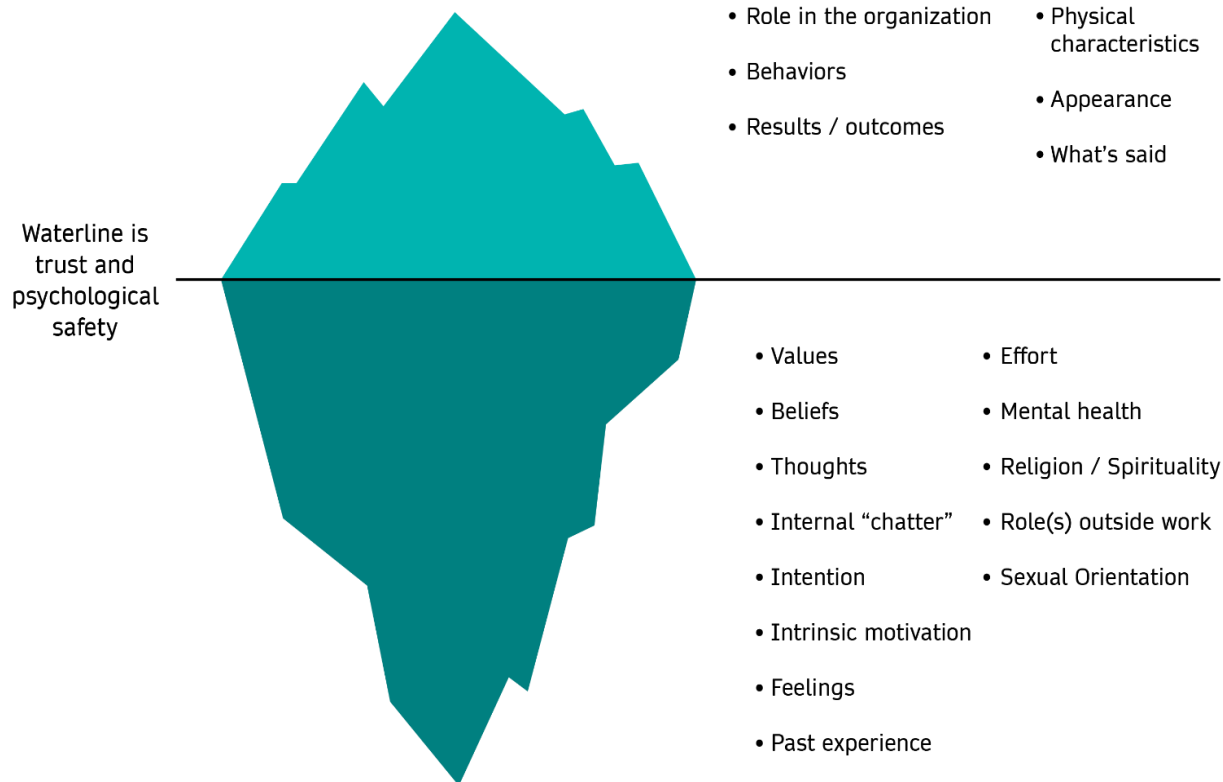
According to Zaki and Feldman Hall (2022) deciding to trust someone is like gambling — trying to suss out intentions, possible actions, reactions, and the risk of betrayal.

Given the brain's bias toward the negative, the fear of betrayal leads us to be risk-averse, missing opportunities for connection, for collaboration, and for building relationships.



Results

Depth or Façade?



Results

Psychological Safety

- Psychological safety is feeling safe to speak up, to challenge, and to take risks.
- Naomi Eisenberg's (2003) research showed that the feeling of being excluded provoked the same reaction in the brain that physical pain might cause.
- Feeling unsafe engages the limbic circuit and amygdala, knocking our prefrontal cortex offline.
- Instead of being able to perform at our best, we avoid the perceived danger and focus on self-protection, with vital psychological capacity diverted inward, limiting engagement and commitment.

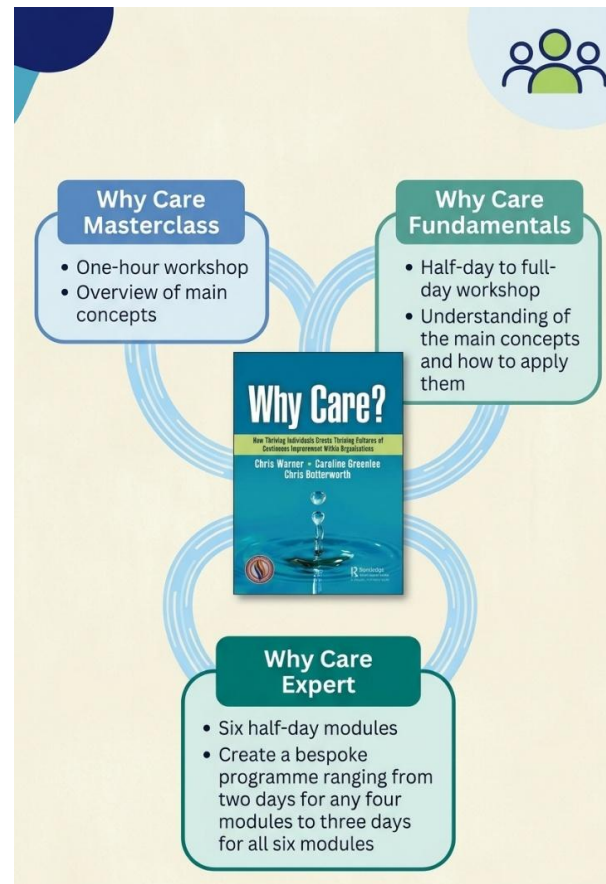


Results

Systems & Behaviours



Why Care Workshops



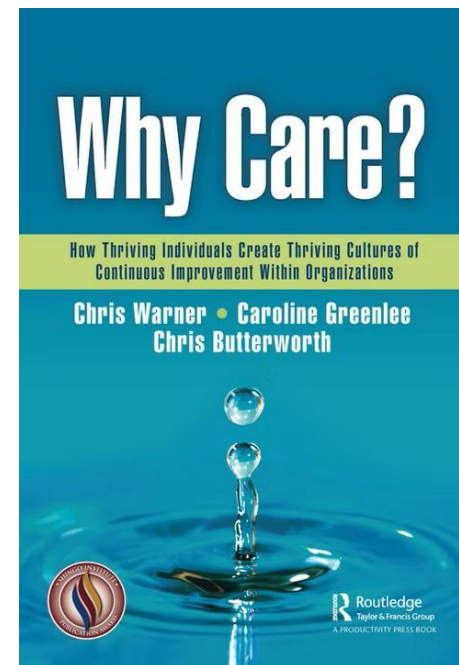
Results

**Every individual deserves a great
place to work where they can
thrive**

Where to buy the book:

<https://bit.ly/AmzUK>

<https://bit.ly/WhyCare-Routledge>



Results