



# WELL-BEING WEEK IN LAW

MAY 2-6, 2022

MON



**STAY STRONG**

Physical Well-Being

TUES



**ALIGN**

Spiritual Well-Being

WEDS



**ENGAGE & GROW**

Career & Intellectual Well-Being

THURS



**CONNECT**

Social Well-Being

FRI



**FEEL WELL**

Emotional Well-Being

# WELL-BEING WEEK IN LAW PARTICIPATION GUIDE

Updated 3-8-2022

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## THIS GUIDE'S PURPOSE

Participation across the legal profession is essential for making Well-Being Week a success! And well-being has never been more important. This Guide gives day-by-day recommendations for resources and activities to provide live, via email, social media, or your website. Ways to participate include:

### Raise Awareness & Anticipation

Use social media or your internal communication channels to build anticipation for upcoming Well-Being Week activities. Logos, infographics, and other materials are freely available for download on the WWIL website. We encourage use of the hashtag #WellbeingWeekinLaw for social media posts.

### Host Virtual or Live Lunch & Learn Sessions

Host a virtual or live lunch and learn session where, before or during the session, you invite participants to watch a video, read a related article, or both. Then facilitate a discussion of what they learned and an activity to create personal action plans.

### Pose A Well-Being Challenge

Each day, invite your members to participate in a well-being-related challenge or activity and post comments or photos of their activities on your intranet or social media.

### Recommend Resources

Each day, via email, intranet, or social media, recommend an article, book, video, well-being tip, or gadget. On the WWIL website, you'll find a social media post for your use each day of Well-Being Week that includes one suggested video, article, and activity that align with that day's well-being dimension.

### Inspiration

Post inspirational quotes related to each day's well-being dimension or a short story about an exemplar of thriving in the legal profession.

### Help Them Plan

Distribute a Well-Being Week news briefing that provides a schedule of activities and tips for individual participation.

### Pick & Choose to Fit Your Needs

WWIL is designed so that people and organizations can participate in any way that fits their goals and capacities. If you want to participate in multiple things every day, that's great. But also feel free to select only a few things over the entire week that match your priorities.

## MON



### STAY STRONG (Physical Well-Being)

Strive for regular activity, good diet and nutrition, enough sleep and recovery.  
Limit addictive substances and seek help for physical health when needed.

#### READ THIS

- Liane Davey (2020). [Reframe How You Think About Self-Care](#). Harvard Business Review.
- Russell Clayton (2014). [How Regular Exercise Helps You Balance Work and Family](#). Harvard Business Review.
- Jim Loher & Tony Schwartz (2001). [The Making of a Corporate Athlete](#). Harvard Business Review.
- Katharina Star (2021). [The Mental Health Benefits of Physical Exercise](#). VeryWellMind.com.
- Mayo Clinic Staff (2021). [Tai Chi: A Gentle Way to Fight Stress](#). Mayo Clinic.
- Sara Lindberg (2020). [What Is Sleep Hygiene?](#) VeryWellMind.com.
- Krystal Jagoo (2021). [Even With Exercise, Sedentary Lifestyle Has Consequences for Mental Health](#). VeryWell-Mind.com.
- Mayo Clinic Staff (2020). [Yoga: Fight Stress and Find Serenity](#). Mayo Clinic.
- Mayo Clinic Staff (2021). [Massage: Get in Touch With Its Many Benefits](#). Mayo Clinic.
- Deobrah Grayson Riegel (2021). [Don't Underestimate the Power of a Walk](#). Harvard Business Review.
- Amy Jen Su (2017). [6 Ways to Weave Self-Care into Your Workday](#). Harvard Business Review.
- Mary Halton (2021). [Why Your Brain Loves It When You Exercise, Plus 3 Easy Ways to Work Out at Home](#). Ideas. TED.com.
- Kira Newman (2020). [Is The Way You're Breathing Making You Anxious?](#) Greater Good Magazine.
- Nilofer Merchant (2013). [Sitting Is the Smoking of Our Generation](#). Harvard Business Review.
- Cristiano Guarana & Christopher Barnes (2017). [Research: Sleep Deprivation Can Make It Harder To Stay Calm At Work](#). Harvard Business Review.
- Russell Clayton (2014). [How Regular Exercise Helps You Balance Work and Family](#). Harvard Business Review.
- Kira M. Newman (2019). [What Is The Best Diet For Mental Health?](#) Greater Good Magazine.

MON



STAY STRONG (Physical Well-Being)

### WATCH OR LISTEN TO THIS

- One Idea Away Podcast (2020). [The Joy of Movement](#), 41:40 mins. Luke Iorio interviews Dr. Kelly McGonigal, a health psychologist and lecturer at Stanford University, about the latest research on why movement is so important for many facets of our wellbeing. Dr. McGonigal shares research about how collective activity enhances belonging and how movement can curb the modern epidemics of depression, anxiety, and loneliness.
- NPR Life Kit Podcast (2021). [6 Tips on Taking a Break from Drinking](#), 24 mins. Thinking about taking a break from drinking? Here are ways to help you make a plan, navigate tricky social situations, and reassess your relationship with alcohol so you can experience the benefits of less alcohol in your life.
- Matt Walker (2019). [Sleep Is Your Superpower](#), TED Talk, 19 mins. Walker shares the wonderfully good things that happen when you get sleep (e.g., learning, memory, immune system) and the alarmingly bad things that happen when you don't, for both your brain and body.
- NPR Life Kit Podcast (2021). [When it Comes to Exercise, "All Movements Count."](#) 16 mins. You can actually get the health benefits of exercise with just 22 minutes of exercise a day — and you might be surprised what "counts" as exercise.
- Wendy Suzuki (2017). [The Brain-Changing Benefits of Exercise](#), TED Talk, 12:55 mins. Suzuki discusses the science of how exercise boosts mood and memory and protects your brain against neurodegenerative diseases.
- Mind (2018). [How to Manage Your Mood With Food](#). 3:23 mins.
- [Why Sitting is Bad For You](#) (2015). TED-Ed, 4:50 mins.
- Emily Balcetis (2014). [Why Some People Find Exercise Harder Than Others](#). TED Talk, 13:54 mins.
- Neal Barnard (2016). [Power Foods for the Brain](#). TEDx, 16:58 mins.

MON



STAY STRONG (Physical Well-Being)

## DO THIS

- **Get Moving—More & In New Ways.** Regular physical activity (at least 150 minutes per week) is essential for mental and physical health—and all types of movement count. The [Get Moving Activity Guide](#) offers ideas for moving more while working and in our lives and recommends trying new activities to boost fun and motivation. Try out a new activity and post about it on social media during WWIL using the hashtag #WellbeingWeekInLaw.
- **The 4-7-8 Breathing Exercise Activity Guide.** The way you breathe (yep, breathe!) may be making you anxious. Learn stress-calming techniques in the [4-7-8 Breathing Exercise Activity Guide](#).
- **Desk Yoga Activity Guide.** This [Desk Yoga Activity Guide](#) shows you how, in only 5-10 minutes, you can use yoga at your desk to bring your awareness to the present moment and help you physically and psychologically recharge. You also can invite an organizational member with yoga expertise or hire an instructor to lead a group yoga session live or via video.
- **Technology Blackout.** To enable people to disconnect from work and recharge, ask that, during every day of Well-Being Week (or just one day!), people not email, text, or call colleagues outside designated hours (e.g., after 6:30 pm) unless it is an emergency. It may encourage organizations to [rethink the unthinkable](#).
- **Alcohol Use Policy.** Workplace culture strongly influences drinking patterns. Get started shaping responsible drinking norms by tailoring the free [Alcohol Use Policy Template](#) to your organization.
- **Active Meeting Challenge.** Encourage members to do all of their meetings (or even just one!) on Monday while [standing up](#) or [walking](#) and post about their experience on social media using #WellbeingWeekInLaw.
- **Remote 5-K Run.** Organize a 5-K “race” in which members run on their own around their neighborhoods or on their treadmills. Before the race, circulate information about the benefits of vigorous exercise like running and invite a personal trainer to provide tips (in writing or via video) about safe training. Ask participants to take photos and post about their experience on social media using the hashtag #WellbeingWeekInLaw. After the race, post participants names and send them electronic participation medals. If you’re really ambitious (and it’s logistically possible), have race shirts made and mailed to participants or make the race a fundraising event for a local charity.
- **Healthy Gadget Drawing.** Host a virtual drawing for free well-being-related items, e.g., [FitBit](#), a [treadmill desk](#), [Panda Planner](#) for Productivity and Gratitude, [adult coloring book](#) for stress-relief, etc.
- **Well-Being Care Packages.** If logistically feasible, assemble a fun [Stress Buster First Aid Kit](#) in a [pouch](#) to mail to colleagues, clients, mentees, and/or staff that includes items like [chewing gum](#), [dark chocolate](#), an iTunes gift card to purchase [relaxing music](#), [thank you cards](#) to express [gratitude](#), a [stress test card](#), [peppermint tea](#), and a notebook to [process stressful emotions via writing](#).
- **Healthy Snack Recipes.** Each day of Well-Being Week, email a [recipe for a healthy treat](#). Collect the recipes into a firm cook book.

## TUES



### ALIGN (Spiritual Well-Being)

Cultivating a sense of meaning and purpose in work and life.  
Aligning our work and lives with our values, goals, and interests.

#### READ THIS

- Connie Mathers (2021). [21 Spiritual Goal Examples to Grow in 2022](#). Developgoodhabits.com.
- Elizabeth Scott (2020). [Spirituality and Well-Being](#). VeryWellMind.com.
- Jessie Cohen (2017). [Ways to Incorporate Your Spirituality at Work](#). WeWork.com.
- Oliver Burkeman (2021, October 13). [Ten Ways to Make Your Time Matter](#): Accepting our mortality helps us let go of busyness and focus on what's most important to us in order to live a happier, more meaningful life. Greater Good Magazine.
- Clay Routledge (2021). [You Can't Cure Your Employee's Existential Crisis. But You Can Help](#). Harvard Business Review.
- Jill Suttie & Jason Marsh (2014). [Is a Happy Life Different from a Meaningful One?](#) Greater Good Magazine.
- Nellie Bowles (Aug. 28, 2020). [God Is Dead. So Is the Office. These People Want to Save Both](#). Divinity consultants are designing sacred rituals for corporations and their spiritually depleted employees. The New York Times.
- Ryan Niemiec (2021). [Just Released: New Findings on Character Strengths](#). Psychology Today.
- Shamash Alinda (2018). [10 Ways To Be More Mindful at Work](#).
- Iona Lupu & Mayra Ruiz-Castro (2021). [Work-Live Balance Is a Cycle, Not an Achievement](#).
- Chad E. Cooper (2019). [The Importance of Spirituality Versus Religion for Living a Legendary Life](#).
- Kelly Miller (2021) [The Science of Spirituality: 16 tips to Build Your Spiritual Practice](#).
- Anne Brafford & Robert Rebele (2018). [Judges' Well-Being And The Importance Of Meaningful Work](#). Court Review. The article explains the importance of meaningful work to health, happiness, and performance. It provides meaningful work strategies that apply to everyone, not just judges. Brafford also has a free, 40-minute video on [meaningful work for lawyers](#) posted on the Lawyer Well-Being YouTube Channel.
- Innovation Resource Center for Human Resources (2018). [Thrive at Work: Use Your Network to Draw You To What Matters Most](#) [White Paper].
- Susan Peppercorn (2019). [Why You Should Stop Trying To Be Happy At Work](#). Harvard Business Review
- John Coleman (2017). [You Don't Find Your Purpose, You Build It](#). Harvard Business Review.

TUES



ALIGN (Spiritual Well-Being)

### WATCH OR LISTEN TO THIS

- Louie Schwartzberg (2011). [Nature. Beauty. Gratitude](#), TED talk, 9:31 min. Filmmaker Louie Schwartzberg offers stunning time-lapse photography of awe-inspiring nature scenes, accompanied by powerful words from Benedictine monk Brother David Steindl-Rast as a meditation on being grateful for every day.
- NPR Life Kit Podcast (2022). [How To Let More Joy Into Your Life](#), 15 mins. Christina Cala interviews poet Ross Gay who explains the subtle mindset shift that can open us up to being moved by daily joys, putting aside a need to project being “strong,” “cool,” or “tough.”
- [Will Smith On Bhagwad Geeta with Jay Jetty](#) (2021). YouTube, 18:07 mins. Jay Jetty (author, former Hindu monk, and life coach) interviews actor Will Smith about the spiritual insight he gained from the story of prince Arjuna, lead character of the Bhagwad Geeta. He has learned to focus on the quality of his actions and interactions and let go of craving for specific outcomes or others’ approval.
- Jeff Lieberman (2012). [Science and Spirituality](#), TEDx, 14:24. Jeff Lieberman, an MIT-trained artist, scientist, and engineer, makes a scientific argument for mystical experience. He asks us to challenge our perception of what we are, our relationship to the universe, and our relationship to one another.
- On Being Podcast (2022). [Time Management for Mortals](#), 50:45 mins. Krista Tippett talks with journalist and author Oliver Burkeman, author of *Four Thousand Weeks: Time Management for Mortals*, about his existential take on what we blithely refer to as “time management”—i.e., how we prioritize what’s important to us in our one short life, which typically spans about four thousand weeks.
- Gen Kelsang Nyema (2014). [Stop Outsourcing Your Happiness](#), 15:55 mins. Buddhist nun Gen Kelsang Nyema teaches that we cannot put our happiness at the whim of other people and of circumstances. If we want to be happy, we have to “stop outsourcing our happiness to other people” and cultivate a source of inner peace.
- Jane Park (2020). [Connecting With What Matters](#). Greater Good Magazine, 3:25 mins. Writer and “happiness guinea pig” Wajahat Ali describes his experience with a science-based Values Affirmation activity in which he focuses on his Islam religion. The longer podcast version can be found here: [How to Deal With Uncertainty](#) (2018). Greater Good Magazine, 21 mins.
- Well-Being Week in Law Team (2021). [Practicing Spiritual Well-Being: Voices From the Legal Profession](#). 7 mins. Fellow professionals in law share how they integrate their personal definition’s of spirituality into their work lives.

TUES



ALIGN (Spiritual Well-Being)

## DO THIS

- **Purpose In Life Quiz.** Take a free [Purpose in Life Quiz](#) and receive automatic feedback and recommendations for purpose-building activities courtesy of Greater Good Magazine—a nonprofit based at the University of California, Berkeley. To take the Purpose in Life Quiz, you'll need to register (for free) on the website, but there are no strings attached. Greater Good is a fantastic source for science-based well-being resources.
- **Take an Awe Walk.** Boost the meaningfulness of your everyday stroll by following the instructions in the [Awe Walk Activity Guide](#). Invite firm members to try out the activity and discuss their experiences.
- **Align With Your Values.** Spiritual Well-Being includes cultivating a sense of meaning and purpose and aligning our work and lives with our values, goals, and interests. Chronic misalignment between our values and behaviors can contribute to disengagement, burnout, and depression. Use the [Aligning With Your Values Activity Guide](#) individually or in teams to identify core values and align them with your work and personal life.
- **Prepare a Personal Mission Statement.** The [Personal Mission Statement Activity Guide](#) will help you tune into your aspirations and unique strengths and how you can leverage them to create positive action towards your goals. Invite firm members to complete the Guide individually or in groups and share some of their goals.
- **Use Your Strengths For Growth.** Understanding your strengths can help you handle stress and challenges, become happier, and master goals. Understanding colleagues' strengths can create resilient and cohesive teams and develop relationships in and out of the office. Individuals or groups can use the [Self-Mastery and Peak Performance Through Character Strengths Activity Guide](#) to identify and enhance use of their strengths.
- **Do a Values Challenge.** The [Values Challenge Activity Guide](#) invites us to assess our core values and plan to integrate them more into our daily lives. When we live in alignment with our values, it contributes to purpose, satisfaction, fulfillment and overall well-being. Invite members to complete the activity and post about their experience on social media using the hashtag #WellbeingWeekinLaw.
- **Identify or Create Your Ikigai.** Try out one or more of the [6 Worksheets & Templates to Find Your Ikigai](#) offered by Jeremy Sutton (2021) on PositivePsychology.com. "Ikigai" is a Japanese approach to living meaningfully.
- **Meaning & Valued Living Exercises.** This [booklet from PositivePsychology.com](#) provides instructions for three activities: (1) Top 5 Values: Increase awareness of values and reflect their personal meaning and importance, (2) Self-eulogy: Helps evaluate how well we're living in line with our values, (3) Scoreboard Metaphor: Highlights the importance of considering values in pursuing personal goals.

WEDS



## ENGAGE & GROW (Career & Intellectual Well-Being)

Seeking personal satisfaction, growth, enrichment in work, and financial stability.

Engaging in continuous learning and creative or intellectually challenging activities that foster ongoing development. Monitoring cognitive wellness.

### READ THIS

- Brad Desmond (2021). [Positive Psychology in the Workplace: Thank God it's Monday](#). PositivePsychology.com.
- Rebecca Newton (2021). [Rediscover Joy at Work](#). Harvard Business Review.
- Jeremy Sutton (2021). [How to Overcome Imposter Syndrome: 14 Tests and Worksheets](#). PositivePsychology.com.
- Herminia Ibarra (2013). [Six Ways to Grow Your Job](#). Harvard Business Review.
- Page Curtis (2022). [The Case For Slow Work](#). Yes Magazine.
- Ivan Curi (2020). [24 Practical Ways to Create More Joy at Work](#). Assertiveway.com.
- Damian Walsh (2021). [Stop Striving to Be Your "Future Self"](#). Harvard Business Review.
- Ron Friedman (October 21, 2021). [5 Things High-Performing Teams Do Differently](#). Harvard Business Review.
- Mike Oppland (2021). [8 Ways To Create Flow According to Mihaly Csikszentmihalyi](#). PositivePsychology.com.
- Leo Babauta (2012). [Nine Steps to Achieving Flow in Your Work](#). Greater Good Magazine.
- Catherine Pearson (2020). [New Research Says 'Flow' is Crucial During the COVID-19 Pandemic](#). HuffPost.
- Dina Smith (2021). [How to Dial It Back When You're a Chronic Overachiever](#). Harvard Business Review.
- Dan Cable (2021). [Turn Your Boring Job Into a Job You'll Love](#) (Job Crafting). Harvard Business Review.
- Susan J. Ashford, Maxim Sytch, & Lindred L. Greer (2020). [5 Ways a Crisis Can Help You Cultivate a Growth Mindset](#). Harvard Business Review.
- Joseph Folkman (2020). [15 Ways To Develop Yourself At Home](#). Forbes.
- Andrew Rains (2020). [How To Develop A Personal Growth Mindset That Fuels Business Success](#). Forbes.
- Dorie Clark (2015). [Create a "Mastermind Group" to Help Your Career](#). Harvard Business Review.
- Kevan Lee (2014). [Why Creative Side Projects Are Good For You](#). LifeHacker.com.

WEDS



ENGAGE & GROW (Career & Intellectual Well-Being)

### WATCH OR LISTEN TO THIS

- The Happiness Lab Podcast (2021). [How to Be Happier at Work](#), 54:29 mins. Dr. Leslie Santos, professor of psychology at Yale, talks with Dan Harris (from Ten Percent Happier) about how to find greater happiness at work—including making better use of your time, finding meaning in even the worst aspects of your job, a simple practice to overcome jealousy about others' accomplishments, engaging in higher quality leisure activities, and setting intentions to shape your attention.
- Adam Grant (2021). [How to Stop Languishing and Start Finding Flow](#), TED talk, 16 mins. Have you found yourself staying up late, joylessly bingeing TV shows and doom-scrolling through the news, or simply navigating your day uninspired and aimless? Chances are you're languishing. Adam breaks down the key indicators of languishing and presents three ways to escape that "meh" feeling and start finding your flow.
- WorkLife With Adam Grant Podcast (2020). [The Real Reason You Procrastinate](#), 36 mins. You procrastinate because you're lazy, right? Wrong. The truth is more complex—involving efforts to avoid of negative emotions and uncertainty about the task and yourself. Learn how to stop putting off important tasks—with a little help from master procrastinator, author Margaret Atwood.
- Chloe Hakim-Moore (2020). [Stop Chasing Purpose and Focus on Wellness](#), TEDx, 15:44 mins. Chloe Hakim-Moore talks about her "quarter-life crisis" that led her to question the wisdom of the continual pursuit of fulfillment through external goals and purpose that leaves us always unfulfilled and reaching for more. She suggests that our mission should be wellness—starting with our own, which is a necessary first step toward collective wellness.
- The Happiness Lab Podcast (2021). [How to Adopt a Growth Mindset](#), 25 mins. Dr. Leslie Santos, professor of psychology at Yale, interviews Prof. David Yeager about how we fall into limiting fixed mindsets, and how easy it is to start adopting a "growth" mindset that will allow us to flourish.
- FightMediocrity (2015). [Flow: An Animated Book Summary](#), YouTube, 5:20 mins. An entertaining video summary of psychologist Mihály Csíkszentmihályi's best-selling book that proposes that fostering more "flow" in our daily lives is a key to growth and happiness.
- Bill Burnett (2017). TED Talk, 25:20 mins. [5 Steps to Designing The Life You Want](#).
- Teresa Amabile (2012). [Track Your Small Wins to Motivate Big Accomplishments](#), TEDx Talk, 21:09 mins. Amabile shares key insights from her research about staying motivated at work, including the importance of measuring progress, documenting challenges, and taking time to reflect. Amabile is the author of the book [The Progress Principle](#) and Harvard Business Review article [The Power of Small Wins](#).

WEDS



## ENGAGE & GROW (Career & Intellectual Well-Being)

Seeking personal satisfaction, growth, enrichment in work, and financial stability.

Engaging in continuous learning and creative or intellectually challenging activities that foster ongoing development. Monitoring cognitive wellness.

### DO THIS

- **Boost Your Workplace Happiness.** Dr. Martin Seligman (founder of positive psychology) created the PERMA model of well-being, which identifies five key pillars or pathways to happiness: P-Positive emotions, E-Engagement, R-Relationships, M-Meaning, and A-Accomplishment. After reading Brad Desmond's short article on [Positive Psychology in the Workplace](#) to get more details about PERMA at work, take the [Workplace PERMA Profiler](#) (the brief survey is free on U Penn's Authentic Happiness website; you'll just need to set up a free account). Then make a plan on how you'll work on increasing one PERMA element over the next month.
- **Job Crafting.** Individually or in small groups, work through the [Job Crafting Activity Guide](#), which is aimed at shaping work experiences to more closely align with participants' values, interests, and strengths.
- **Optimal Self Activities.** Invite firm members to, individually or in virtual teams, complete and discuss the [Peak Performance Through Character Strengths Activity Guide](#) and/or the [Wheel of Professional Development Activity Guide](#). Invite them to post about their experience on social media using the hashtag #WellBeingWeekInLaw.
- **Get Into Flow With Creativity.** Left-brained-logic-loving lawyers and other legal professionals may overlook the rejuvenating force of creativity. Much research shows that everyday creativity can boost health and happiness. This [Activity Guide](#) recommends choosing creative activities that align with who you are, are absorbing and challenging, and enables you to disconnect from stressful thoughts.
- **Share Your Genius.** Everyone is a genius at something—inside and outside of work. To take advantage of the enormous amount of talent in your firm, have an open call inviting people to propose ideas to host remote (e.g., Zoom) sessions 10-60 minutes long in which they teach other firm members something with an emphasis on career/professional development, a well-being-related topic, or any other topic that would be relevant to personal or professional growth. Alternatively, specifically recruit respected firm leaders to host teaching sessions on topics that fall within their expertise (personally or professionally). Pick the number of sessions that you think is most fitting and then create and distribute a schedule. Firm members can sign up for whatever sessions interest them. An in-person format also can work with short sessions scheduled on the same day in different conference rooms. For more detailed discussions of this activity, see the Skill-Share Fest ritual in [Rituals For Work](#) by Kursat Ozenc and Margaret Hagan and the Play & Live Day Ritual in [Rituals for Virtual Meetings](#) by Kursat Ozenc and Glenn Fajardo.
- **Show & Tell Hobbies.** Meet in small groups, share favorite personal hobbies, and select which activities for the group to try out. Or use the [Creativity Guide](#) to try out absorbing creative activities of all kinds that stretch us to experiment, grow, and improve well-being.



### DO THIS (cont.)

- **FeedForward Group Activity.** In a [brief video](#) (7:73 mins), world-renowned executive coach Marshall Goldsmith describes a simple but impactful FeedForward Group Activity. To try it out, organize people into small groups. Ask them to pick one area in which they'd sincerely like to improve. Each person then takes turns sharing with another their desired area of improvement, and each participant provides one or two ideas about how to pursue that goal. They then switch partners. There are just two rules: (1) Participants giving input cannot give any feedback about the past; they should focus on ideas for future action. (2) People receiving input can't critique or judge the input; it should be treated like a gift.
- **Speed Mentoring.** To aid career and network development, organize an internal "[speed networking](#)" or "[speed mentoring](#)" events to enable connections among people (e.g., associates and partners, junior partners and firm leaders, staff and staff leaders) who do not frequently interact but who may benefit from connection. Speed mentoring events often are structured to permit 15-minute meetings with several potential mentors, provide a list of topics to facilitate discussion, and host a networking event at the end. Mentees could be paired with a list of potential mentors, for example, on the basis of their mutual interest in particular topics. Mentors could be recruited for the event based on a goal to maximize diversity of seniority, practice experience, and geography.
- **Snowball Mentoring.** The goal is to facilitate candid conversations between leaders (or mentors) and individual team members (or mentees) that focus on support and enablement to grow (rather than on being evaluated). "Snowball" refers to picking up feedback from multiple people—and accelerating mentees' growth through constructive insight. To start, mentees first to meet with their mentors for a 30-minute conversation and then again two weeks later for 50 minutes. In the initial meeting, the mentee identifies an area of development on which they'd like to focus. Together, they make a plan for feedback, such as who to ask. Mentees then ask two to five people to be Snowball Mentors and set up times for conversations. Mentees prepare three to five questions to discuss based on their developmental interest. After the conversations, mentees reflect on what they've heard. In the second meeting, mentees and mentors unpack what came up during the conversations. Through that discussion, mentees and mentors come up with an understanding or plan about what mentees need to feel supported in their work and enabled to make progress on their area of development. (This activity is derived from "The Hero's Check-In" activity in Kursat Ozenc & Glenn Fajardo's book [Rituals for Virtual Meetings](#).)

## THURS



### CONNECT (Social Well-Being)

Building connection, belonging, and a reliable support network.  
Contributing to our groups and communities.

#### READ THIS

- Manbir Kaur (2020). [Want Stronger Relationships at Work? Change the Way You Listen](#). Harvard Business Review.
- Rob Cross (2019). [To Be Happier at Work, Invest More In Your Relationships](#). Harvard Business Review.
- Susan Lahey (2021). [The Organizational Ties that Bind: How We Bond When Working Remotely](#). Zendesk Blog.
- Kendra Cherry (2022). [‘I Don’t Need Friends’: Why You Might Feel This Way](#). VeryWellMind.com.
- Amanda Abrams (2020). [How to Meet People Who Are Different from You](#). Yes Magazine.
- Marris Adikwu (2022). [The Mental Health Costs of Code-Switching](#). Talk Space.
- Sherri Gordon (2021). [Why It’s Important To Diversify Your Friendships](#). VeryWellMind.com.
- Kendra Cherry (2021). [What Is Compassion?](#) VeryWellMind.com.
- Erica Boothby, Xuan Zhao, & Vanessa K. Bohns (2021). [A Simple Compliment Can Make a Big Difference](#). Harvard Business Review.
- Christopher Littlefield (Oct 12, 2019). [How to Give and Receive Compliments at Work](#). Harvard Business Review.
- Nelson D. Schwartz (2020). [Working From Home Poses Hurdles for Employees of Color](#). New York Times. “Without the networks and encounters that offices provide, companies must foster the visibility of Black and Hispanic workers, diversity experts say.”
- Dori Meinert (2018). [Why Trust Matters at Work](#). SHRM.
- Due Quach (2021). [How the Human Brain Can Derail or Bolster DEI](#). Mindful Leader.
- Evan Carr et al. (2019). [The Value of Belonging At Work](#). Harvard Business Review.
- Pat Wadors (2016). [Diversity Efforts Fall Short Unless Employees Feel They Belong](#). Harvard Business Review.
- Jane Dutton & Lee, J. (2017). [The Benefits Of Saying Nice Things About Your Colleagues](#). Harvard Business Review.
- Erica Dhawan (2021). [Slow Down and Write Better Emails](#). Harvard Business Review.
- Jill Suttie (2021). [How Kindness Fits Into a Happy Life](#). Greater Good Magazine.
- Cassie Molinger (2012). [You’ll Feel Less Rushed If You Give Time Away](#). Harvard Business Review.
- Nicole Stempak (2021). [Why Giving--and Receiving--Is Good for You](#). VeryWellHealth.com.

THURS



CONNECT (Social Well-Being)

### WATCH OR LISTEN TO THIS

- Drew Dudley (2010). [Creating More Lollipop Moments](#). TEDx, 6 mins. Drew Dudley talks about how we should redefine “leadership” as everyday acts of kindness or social connection by people at all levels, recognizing that even the smallest gesture can have a large impact on a person or situation.
- TED Business (2021). [Healthier Relationships at Work](#), 25 mins. Host Modupe Akinola and Katie Hood dig deep into what it takes to build healthier relationships at work. They discuss learning to more concretely communicate what healthy relationship behaviors look like to each person. Hood refers to the 10 signs of an [unhealthy relationship](#) and [10 signs of a healthy relationship](#) developed by her organization.
- HBR Anxious Achiever Podcast (2021). [Why Conflict Is Necessary and How to Manage It](#), 38:52. Host Morra Aarons-Mele speaks to Amy Gallo, HBR contributing editor and author of *The HBR Guide to Dealing with Conflict*, about how to make conflict a force for good in your work relationships.
- WorkLife With Adam Grant Podcast (2021). [Brene Brown on What Vulnerability Isn't](#), 41 mins. Adam Grant interviews Brené Brown to unpack the power of showing vulnerability at work for both men (who fear being perceived as weak) and women (who fear being perceived as imperfect)—and explore how much is too much. Learn when and where to set boundaries and find out how to get more comfortable with being uncomfortable.
- Adam Grant (2016). [Are You a Giver or a Taker?](#) TED Talk, 13:13 mins. In every workplace, there are three basic kinds of people: givers, takers and matchers. Organizational psychologist Adam Grant breaks down these personalities and offers simple strategies to promote a culture of generosity and keep self-serving employees from taking more than their share.
- Julian Furlan (2019). [How Men Can Have Better Friendships](#), NPR Life Kit Podcast, 22 mins. The typical definition of masculinity is made up of characteristics that make it hard to form strong friendships. This episode talks to men about their struggles with friendship and looking for answers.
- HBR Idea Cast (2021). [Stop Networking, Start Connecting](#). Curt Nickisch interviews author and communications consultant Susan McPherson, who says many people feel strange reconnecting in person with colleagues after an extended period working in physical isolation. To help shake off the rust, she offers simple tips for connection that also can help you and them be more successful.
- PBS News Hour (2020). [An Essay on the Importance of Interracial Friendships](#). (2:49). Author Christine Pride talks about the importance of forming interracial friendships, which takes intention and commitment. PBS.com.
- Tiffany Alvoid (2019). [Eliminating Microaggressions: The Next Level of Inclusion](#). TED Talk, 9 mins. Alvoid, a lawyer, explains the harm of microaggressions as well as what people can do to interrupt them in the workplace.
- Dacher Keltner (2020). Podcast Episode 68: [From Othering to Belonging](#). Greater Good Magazine, 26 mins. Features John A. Powell and Allison Briscoe-Smith discussing how to forge connection in times of social turmoil.

THURS



CONNECT (Social Well-Being)

## DO THIS

- **Be a Joy Multiplier.** When someone shares good news with you, how do you respond? When you use Active Constructive Responding (ACR) to react, you magnify your conversation partner's excitement and help them savor the moment. ACR builds trust and connection, boosts well-being, and reduces conflict. ACT is such a simple yet effective technique that the [U.S. military](#) has taught it as part of its resilience training for service members. You can try it out during WWIL by using this [ACR Worksheet](#) created by the Consortium for Health and Military Performance (CHAMP, 2020). You can learn even more about ACR [here](#).
- **Have Meaningful Conversations.** At your next happy hour, substitute meaningful conversations for alcohol to foster connection and bonding. For conversation starters, check out Saanya AI's (2022) recommendations for [The Best Conversation Card Games That Build Intimacy and Genuine Connection](#) or Greater Good Science Center's [36 Questions for Increasing Closeness](#).
- **Do Loving-Kindness Meditation.** Loving-kindness meditation is a practice in which we mentally send goodwill, kindness, and warmth towards others, which builds a foundation for pro-social behaviors. It is also linked to many psychological benefits, including greater positive emotions and reduced depression, anxiety, stress, and loneliness. Individually or in groups, try it out by following the [Loving-Kindness Meditation Activity Guide](#).
- **Find Things in Common.** Promote social bonding by using the [Things in Common Activity Guide](#) to invite people to find several things in common that were previously unknown.
- **Combat Loneliness.** Inside and outside the legal profession, loneliness is a growing threat to mental health. Many science-backed, practical strategies may prevent and alleviate symptoms of loneliness, and the [Lessen Loneliness Activity Guide](#) offers a few for you to try.
- **Make Meaningful Connections Through Movies.** Movies have many layers that shape people's experience in ways that can influence well-being—including fostering social connection. This [Movie Challenge Activity Guide](#) provides ideas for creating a Movie Club that facilitates meaningful connections.
- **Grow Your Gratitude.** Gratitude is defined as a sense of thankfulness and joy in response to receiving a gift. Multiple studies have found the positive power of gratitude for fostering social connection, pro-social behaviors, and mental well-being. This [Activity Guide](#) recommends trying out different ways of practicing gratitude to bolster social connection and well-being.
- **Connect To Thrive.** This [Activity Guide](#) includes activity ideas, templates, and materials to encourage legal professionals to experience connection and belongingness with others.
- **Trigger Upward Spirals.** This [Activity Guide](#) includes activity ideas, templates, and materials to encourage legal professionals to experience connection and belongingness with others through positive ripple effects.
- **Make Kindness the Norm.** This [Activity Guide](#) includes activity ideas, templates, and materials to encourage legal professionals to experience connection and belongingness with others through a kindness challenge.

THURS



CONNECT (Social Well-Being)

### DO THIS (cont.)

- **Instigate Ripples of Kindness at Work & Home.** This [Activity Guide](#) includes lists of ideas for everyday acts of kindness at work and home—including for siblings, parents, spouses/partners, colleagues, staff, and clients.
- **Write a Gratitude Letter.** Recommend that members read Kira Newman's article, [How Gratitude Can Transform Your Workplace](#). Invite them to choose an activity from the [Grow Your Gratitude Activity Guide](#) and post about their experience on social media using the hashtag #WellbeingWeekInLaw.
- **Hold an Appreciation “Hot Seat” or Fake Surprise Birthday Party.** This activity can be done in a variety of ways. The goal is for team members to each have an opportunity to be in the “hot seat” or to have a fake surprise birthday party where they are the focus of appreciation and gratitude for their strengths, contribution to the team, team work, recent acts of kindness, etc. The activity can be done live (in-person or on Zoom) or via message and videos. An option for videos is to use [Tribute](#), which is an online service that creates video montages.

## FRI



### FEEL WELL (Emotional Well-Being)

Valuing emotions. Developing an ability to identify and manage emotions for health, to achieve goals, and to inform decisions. Seeking help for mental health when needed.

#### READ THIS

- Brad Stulberg (2022). [You've Done Self Care. You've Languished. Now Try This.](#) New York Times.
- Dani Blum (2021). [The Other Side of Languishing Is Flourishing. Here's How to Get There.](#) The New York Times.
- Susan David & Christina Congleton (2013). [Emotional Agility.](#) Harvard Business Review. All healthy human beings have an inner stream of thoughts and feelings that include criticism, doubt, and fear. Emotional agility is a critical skill (based on Acceptance and Commitment Therapy) that enables people to approach their inner experiences in a mindful, values-driven, and productive way rather than buying into or trying to suppress them.
- Melinda Smith, Jeanne Segal, & Lawrence Robinson (2021). [Burnout Prevention and Treatment.](#) HelpGuide.Org.
- Marris Adikwu (2020). [The Mental Health Costs of Code-Switching.](#) Talk Space.
- Rebecca Valdez (2021). [How to Reduce Stress: Techniques to Manage Stress and More.](#) VeryWellHealth.com.
- Heather Craig (2022). [Resilience in the Workplace: How to Be More Resilient at Work.](#) PositivePsychology.com.
- Jeremy Sutton (2021). [Workplace Stress Management: 11 Best Strategies & Worksheets.](#) PositivePsychology.com.
- Elizabeth Scott (2021). [5 Self-Care Practices for Every Area of Your Life.](#) VeryWellMind.com.
- Alison Yarp (2021). [Do I Have Depression? How to Recognize Its Symptoms and Seek Treatment.](#) VeryWellHealth.com.
- Ashley Olivine (2021). [How to Cope With Depression.](#) VeryWellHealth.com.
- Crystal Raypole (2021). [How to Help Someone with Depression.](#) Healthline.com.
- Ashley Olivine (2021). [How to Manage Suicidal Ideation.](#) VeryWellHealth.com.
- Jodi Clarke (December 28, 2020). [Self-Compassion Exercises to Boost Your Happiness.](#) VeryWellMind.com.
- Nicole Celestine (2022). [How to Improve Workplace Well-Being: 24 Best Ideas & Activities.](#) PositivePsychology.com.
- Laurie Santos (2020). [5 Things That Will Make You Happier.](#) Newsweek.com.
- Kristen Bell De Tienne et al. (2020). [How to Manage an Employee With Depression.](#) Harvard Business Review.
- Barbara Harvey (2018). [What Companies Can Do To Help Employees Address Mental Health Issues.](#) Harvard Business Review.
- Jennifer Moss (2021). [Beyond Burned Out.](#) Harvard Business Review.

FRI



### FELL WELL: Emotional Well-Being

#### WATCH OR LISTEN TO THIS

- Smart People Podcast (2022). [The Amazing Impact of Self Talk and How to Master It](#), 1:07 hr. Interview of Dr. Ethan Kross, an award-winning professor of psychology and author of bestseller *Chatter: The Voice in Our Head, Why It Matters, and How to Harness It*. He studies how the conversations people have with themselves impact their health, performance, decisions, and relationships.
- The Happiness Lab (2022). [Burnout and How to Avoid It](#), 39 mins. Dr. Leslie Santos, professor of psychology at Yale, interviews Jonathan Malesic, who shares what he learned about burnout while researching his book *The End Of Burnout: Why Work Drains Us, And How To Build Better Lives*. Could it be that high status, high paying jobs that push us beyond the limits of our endurance contribute to burnout?
- NPR Life Kit Podcast (2021). [How to Squash Negative Self-Talk](#) and Stop Being So Mean To Yourself: 5 Tips to Help You Break the Cycle. Host Keisha Dutes interviews Dr. Joy Harden Bradford about common negative self-talk traps and strategies to curb it.
- Susan David (2020). [Why Bad Emotions Are Good](#). Checking In Podcast, 15 mins. We are wired to feel negative at times. Contrary to what our culture tells us, accepting our negative emotions can have tangible and powerful benefits. Learn how to rethink happiness and positivity as paramount goals, and how to effectively cope with negative emotions.
- Ten Percent Happier (2020). [How to Make Self-Compassion Work for You with Kristin Neff](#), 21 mins. Host Dan Harris interviews Dr. Kristin Neff, who is widely recognized as one of the world's leading experts on self-compassion, about incorporating self-compassion into our daily lives.
- NPR Code Switch Podcast (2022). [Can Therapy Solve Racism?](#) In 2020, nearly 20% of Americans turned to therapy. Many of those people were looking for a space to process some of the big, painful events they were living through, including the pandemic, a contentious election cycle, and of course, the summer's racial reckoning. But that had us wondering: What exactly can therapy accomplish? Can it mitigate the effects of racism? Help us undo how we internalize racial trauma? This episode shares stories of two Latinx people who tried to use therapy as a means to understand and combat anti-Blackness in their own lives.
- Guy Winch (2014). [Why We All Need to Practice Emotional First Aid First](#). TED Talk, 17 mins.
- Guy Winch (2019). [How to Turn Off Work Thoughts During Free Time](#). TED Talk, 12:16.
- David Steindl-Rast (2013). [Want To Be Happy? Be Grateful](#), TED Talk, 14:18 mins.
- Sangu Delle (2017). [There's No Shame In Taking Care Of Your Mental Health](#), TED Talk, 8:58 mins. TED Fellow Sangu Delle talks about confronting his own deep prejudice that men shouldn't take care of their mental health and learning to handle anxiety in a society that's uncomfortable with emotions.

FRI



FELL WELL: Emotional Well-Being

### WATCH OR LISTEN TO THIS (cont.)

- Anne Brafford (2020). [Resilient Thinking For Lawyers Part I: Taming Negative Emotions](#), Lawyer Well-Being Channel, 1 hr 29 mins. Guided by a downloadable [Worksheet](#), Anne gives 6 steps for resilient thinking based on positive psychology, cognitive behavioral therapy, and acceptance and commitment therapy.
- Anne Brafford (2020). [Resilient Thinking for Lawyers Part II: Boosting Positive Emotions](#), Lawyer Well-Being Channel, 1hr. Guided by a downloadable [Worksheet](#), Anne explains 8 science-backed activities for boosting positive emotions: (1) Prioritize Positivity, (2) Notice & Savor Positive Emotions, (3) Grow Your Gratitude, (4) Do Acts of Kindness, (5) Identify & Use Your Strengths, (6) Pick & Practice Positive Emotions, (7) Align Your Life With Your Goals & Values, and (8) Mindfulness & Meditation.

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### FELL WELL: Emotional Well-Being

#### DO THIS

- **Vanquish Languishing.** The pandemic (and other world concerns) have left many of us not feeling fully well—including a feeling of stagnation, numbness, or emptiness that psychologists call *languishing*. The [Vanquishing Languishing Activity Guide](#) offers guidance on an evidence-based strategy called *behavioral activation* to incorporate more enjoyable and valued activities into your life to foster greater engagement and vitality.
- **Learn to Retrain Unhelpful Thoughts.** Learning to push back on automatic unhelpful thoughts that often flood our minds will help us feel better, enable us to intentionally choose that align with our goals and values, and protect our mental health. Encourage firm members to review the [Retraining Unhelpful Thoughts Activity Guide](#) and start practicing skills to curb the negative effects of dysfunctional thoughts that can lead to poor mental health.
- **Managing Mental Health in the Workplace: Conversation Guide.** Open communication about mental health can reduce stigma, break down barriers, and build trust—which, in turn, promotes long-term, positive behavioral change. This [Conversation Guide](#) provides basic tips to give supervisors and colleagues confidence to initiate such conversations.
- **Slow Down to Savor.** Intentionally engaging in thoughts and behaviors that heighten our good feelings about positive events is strongly related to mental health. It includes anything that generates, intensifies, or prolongs our enjoyment. The [Savoring Positive Emotions Activity Guide](#) will help you assess your own savoring habits and make a plan for more savoring.
- **Self-Care Plan Activity Guide.** This [Activity Guide](#) provides steps to design your own individualized self-care plans based on Maslow's well-known theory of needs.
- **Positivity Challenge.** Many legal professionals face a lot of negativity in their daily lives. This makes it important to actively counter the harmful effects of negative emotions by actively bolstering positive emotions. People who more frequently experience positive emotions have better mental and physical health and are more successful and engaged at work. Invite members either individually or in teams to choose one of the 8 science-based positive emotion-boosting activities in the [Positive Emotions Worksheet](#): (1) Prioritize Positivity, (2) Notice & Savor Positive Emotions, (3) Grow Your Gratitude, (4) Do Acts of Kindness, (5) Identify & Use Your Strengths, (6) Pick & Practice Positive Emotions, (7) Align Your Life With Your Goals & Values, and (8) Mindfulness & Meditation. Invite them to discuss their experiences in virtual teams and/or post about their experience on social media using the hashtag #WellbeingWeekinLaw

FRI



### FELL WELL: Emotional Well-Being

#### DO THIS (cont.)

- **Resilient Thinking Worksheet #1: 6 Steps to Tame Negative Emotions.** A key insight from resilience research has been life-changing for many: Stress is not triggered by adverse external events but by our avalanche of thoughts, predictions, and interpretations that adverse events trigger. Resilient thinking starts with learning to separate our thoughts from the emotional and behavioral consequences of those thoughts and cultivating optimism. This [Worksheet](#) provides steps to get started.
- **Alcohol-Free Happy Hour.** Plan an alcohol-free Happy Hour with fun activities that can be played virtually to boost cohesion and belonging.
- **Virtual Therapist or Coaching Session.** Hire a therapist or professional coach to offer virtual sessions to any interested member to lower perceived barriers to exploring therapy or coaching as helpful options.
- **Bring Your Pet To Work.** Have a Bring your Pet Work Day and distribute research findings about the stress-relieving benefits of [petting dogs and cats](#). This activity will be easy given that many people may still be working from home! Ask members to invite their pets to virtual meetings and introduce their Work From Home (WFH) "coworkers" to the team. Consider asking clients to participate as well. Ask participants to post photos of their furry coworkers on social media and use the hashtag #WellBeingWeekinLaw. Circulate photos and videos of members' pets and a link to research finding that [cute photos of puppies and kittens](#) improve attention and concentration and [viewing cat videos](#) boosts energy and positive emotions.

### WORKPLACE WELL-BEING

#### Major Workplace Psychosocial Factors Affecting Employee Well-Being

Workplace psychosocial factors are things within employers' influence that can impact employees' health and optimal functioning—either positively or negatively. (Find a [handy infographic here](#).) The (non-exhaustive) list of significant psychosocial factors below makes clear that work conditions can have an enormous impact on firm members' well-being. Efforts aimed solely at “toughening them up” to withstand more stress are not enough.

Firms will want to embrace their power and responsibility to curb factors that cause psychological harm and cultivate healthy practices. Failing to do so will seriously curtail the success of well-being programs. It's true that rooting out causes of stress is hard and complex. But the toughest problems don't need to be solved first—and many smaller steps can be taken to start some momentum. Failing to take any such steps—and placing all responsibility on individuals—is likely to trigger cynicism and disengagement from well-being programs.

HARM MENTAL HEALTH	PROMOTE MENTAL HEALTH
<ul style="list-style-type: none"> <li>▪ Work overload</li> <li>▪ Chronic work-life conflict</li> </ul>	<ul style="list-style-type: none"> <li>▪ Support for time off to rejuvenate</li> <li>▪ Balance and flexibility in work time</li> </ul>
<ul style="list-style-type: none"> <li>▪ Ambiguous work expectations</li> <li>▪ Conflicting work demands</li> </ul>	<ul style="list-style-type: none"> <li>▪ Clarity of expectations and priorities</li> </ul>
<ul style="list-style-type: none"> <li>▪ Feeling stagnate or underutilized</li> <li>▪ Low sense of control/autonomy over one's life and work, especially limited decision-making latitude</li> </ul>	<ul style="list-style-type: none"> <li>▪ Support for continual growth and full use of one's skills and strengths</li> <li>▪ Support for autonomy in one's work choices</li> <li>▪ Participation and influence</li> </ul>
<ul style="list-style-type: none"> <li>▪ Low-quality relationships, low support</li> <li>▪ Incivility and interpersonal conflict</li> <li>▪ Toxic leader/supervisor behaviors</li> <li>▪ Lack of belonging or ostracism</li> </ul>	<ul style="list-style-type: none"> <li>▪ High-quality relationships, civility, respect</li> <li>▪ Effective leaders</li> <li>▪ Inclusion</li> </ul>
<ul style="list-style-type: none"> <li>▪ Systemic and interpersonal unfairness</li> <li>▪ Giving more than you receive (called effort-reward imbalance)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Culture of trust, fairness, and transparency</li> <li>▪ Recognition and rewards</li> </ul>
<ul style="list-style-type: none"> <li>▪ Unhealthy forms of workplace competition and profit-orientation</li> </ul>	<ul style="list-style-type: none"> <li>▪ Experiencing work as meaningful and having a positive impact</li> </ul>

### WORKPLACE WELL-BEING

#### Recognition & Rewards

Perceived efforts/contributions are fairly balanced with perceived rewards provided by the employer (e.g., compensation, esteem and social rewards, job security, career opportunities).

- **Strengths-Based Feedback Activity Guide.** [This Guide](#) provides practical guidance for supervisors on delivering strengths-based feedback.

#### Balance

Our culture supports members ability to maintain good health and functioning while feeling fully engaged in and satisfied with their contributions to their work and families and themselves without perceiving too much conflict among those roles.

- **Aligning With Your Values Activity Guide.** [This Guide](#) explains individual and team activities to identify one's core values and ways to align those values with one's work and personal life.

#### Effective Leadership

Our leaders positively impact organizational members' well-being through their leadership style, creation of a psychologically healthy work culture, management of mental health matters in the workplace, and support for workplace well-being programs.

- **Effective Leaders: The Lynchpins of Workplace Well-Being.** Leaders in their people supervisory roles make or break workplace cultures of well-being. A large body of research has found that supervisors with the most direct and frequent contact with employees have the biggest impact on their work experience—good or bad. In this [white paper](#), Anne Brafford provides do-able, science-based activities and behaviors based on self-determination theory for supervisory lawyers to cultivate thriving teams.
- **Supervisory Support for Team Thriving—Cheat Sheet.** This "[Cheat Sheet](#)" provides specific examples of behaviors recommended in the "Effective Leaders" white paper referenced above.
- **Positive Leadership Development Guide.** Effective leadership is a key contributor to workplace well-being. [This Guide](#) provides multiple activities for starting down the path of leader development.

### WORKPLACE WELL-BEING

#### Inclusion

Our organizational members feel supported and valued for their unique, individual traits and talents; feel a sense of belonging; and have access to and feel fairly treated by the organization's structures and processes.

- **Connecting Over Things In Common Activity Guide.** We often share more in common with others than what meets the eye. [This Guide](#) recommends an activity to help get beyond surface attributes and gain a better understanding of each others' experiences, identities, and other personal aspects to help bridge differences and work together more effectively.
- **Our Professional Responsibility to Enable All Lawyers to Thrive.** The legal profession has taken unprecedented steps to improve DEI and lawyer mental health, but many legal employers still are struggling to create workplace cultures that enable lawyers to thrive—especially lawyers from historically marginalized social identity groups. This entrenched pattern thwarts the profession's aspiration to improve diversity. Taking action is the right thing to do and also is encouraged by professional rules of responsibility. This paper—[Our Professional Responsibility to Enable All Lawyers to Thrive](#)—discusses the relevant rules and includes a list of resources for legal employers to cultivate workplace cultures in which all lawyers can be their best.
- **Supervisory Support For Team Thriving: Practical Strategies for Supervising Lawyers to Support Inclusion, Engagement, & Well-Being.** The so-called *Great Resignation* is a very real phenomenon that's causing record levels of turnover in the legal profession. Whether we look at research on burnout, engagement, inclusion, or mental health, scholars consistently point to one factor as essential: High-quality relationships with direct supervisors, who are the lynchpins of employee work experience. [This paper](#) provides evidence-based strategies for fostering more positive relationships and work experiences.
- **Supervisory Support for Team Thriving—Cheat Sheet.** This "[Cheat Sheet](#)" provides specific examples of behaviors recommended in the "Supervisory Support For Team Thriving" paper referenced above.

#### Culture of Trust, Fairness, & Transparency

Our work environment is characterized by the shared values of trust, honesty, transparency, and fairness.

- **Positive Leadership Panel Activity Guide.** [This Guide](#) offers guidance for organizing a panel of top leaders addressing issues related to trust, fairness, and transparency.