

# INVESTING IN WORKPLACE WELLNESS

Kellee O'Reilly  
EAGL – Delta Track Nashville 2025

What does  
healthy  
look like?



# HEALTHY (AND) SMART

What is your INTENTION?

Wellness is the result of healthy team behaviors



Q01. I know what is expected of me at work.

Focus Me

Q02. I have the materials and equipment I need to do my work right.

Free Me From Unnecessary Stress

Q03. At work, I have the opportunity to do what I do best every day.

Know Me

Q04. In the last seven days, I have received recognition or praise for doing good work.

Help Me See My Value

Q05. My supervisor, or someone at work, seems to care about me as a person.

Care About Me

Q06. There is someone at work who encourages my development.

Help Me Grow



Q07. At work, my opinions seem to count.

Hear Me

Q08. The mission or purpose of my company makes me feel my job is important.

Help Me See My Importance

Q09. My associates or fellow employees are committed to doing quality work.

Help Me Feel Proud

Q10. I have a best friend at work.

Help Me Build Mutual Trust

Q11. In the last six months, someone at work has talked to me about my progress.

Help Me Review My Contributions

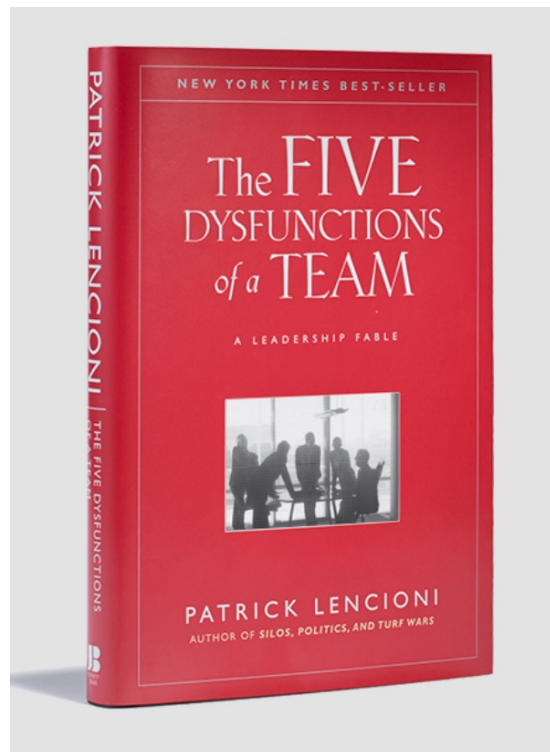
Q12. This last year, I have had opportunities at work to learn and grow.

Challenge Me



# 5 DYSFUNCTIONS OF A TEAM

Patrick Lencioni –  
The Table Group



## High Performance Team

## Dysfunctional Team



# TRUST

- “Psychological Safety”
- VULNERABILITY: When was the last time a leader publicly admitted a mistake?
- What conversation isn’t happening — but should?



# TRUST

When was the last time a leader publicly admitted a mistake?

What conversation isn't happening — but should?





## FEAR OF CONFLICT

Productive conflict = passionate debate around ideas

SILENCE IS A PROBLEM: conflict is both necessary and **required** to arrive at the best outcomes.





# ACCOUNTABILITY

Peer-to-peer accountability strengthens culture

Holds standards, protects high performers

Signs of a problem: Uneven effort, tolerance for mediocrity



## HEALTHY (AND) SMART

***“What defines your organization  
is the worst behavior  
you are willing to tolerate.”***



## ACCOUNTABILITY

**Who in your organization is allowed to  
underperform  
without consequence?**



# ACCOUNTABILITY

It's a choice: **Degenerative** or **Regenerative**

What would happen if you could RE-SET?



## TEAM EFFECTIVENESS EXERCISE

What is that person's single most important behavioral quality that contributes to the strength of the team? (That is, their strength.)

What is that person's single most important behavioral quality that detracts from the strength of the team? (That is, their weakness or problematic behavior.)



## LACK OF COMMITMENT

- Clarity + buy-in (not consensus)
- Signs of a problem: Ambiguity, revisiting decisions, quiet resistance
- Practice: “Disagree & commit”

**WRITE IT DOWN** (FAST rocks, cadence)





# LACK OF COMMITMENT

## TIPS & EXERCISES

### ⊕ **Weigh-in to Buy-in**

A team cannot achieve commitment without conflict. Team members will not actively commit to a decision if they have not had the opportunity to provide input, ask questions, and understand the rationale behind it. If people don't weigh-in, they can't buy-in. It is the job of the leader to solicit the input of each team member during meetings and discussions.

### ⊕ **Thematic Goal**

[Download a PDF](#)


With a foundation of trust and a good dose of healthy conflict, a team needs to agree upon their most important near-term priority, a thematic goal, and how they are going to go about achieving it. Agreeing on a top priority and reviewing progress towards it during weekly meetings reinforces commitment.


## INATTENTION TO RESULTS


- Transparent and regular communication of outcomes & progress (Dashboards, reporting)
- CAUTION: if you're measuring everything it can feel like nothing is important.
- Dig to find your leading indicators ('yellow lights')
  - regular cadence, know when things are off track before it's a disaster





 **LOW** (LESS THAN 3)

 **MEDIUM** (3 — 3.99)

 **HIGH** (4 & ABOVE)



## DISCUSSION

Dysfunction most present in your team?

One thing **YOU** can do to improve that in the next 30 days?



## DATA TRUMPS FEELINGS

Using a TOOL like 5 Dysfunctions or Gallup's Q12 can be a catalyst to have important conversations

Focus your efforts with quantitative data

**If you can measure it, you can improve it.**



## High Performance Team

## Dysfunctional Team

