

Training and Mentoring Programme – Case studies of application across industries

This additional toolkit consists of the practical applications of all the modules in the training and mentoring programme. This selection of case studies and exercises is based on the most prominent feedback collected during the pilot workshops in all 5 partner countries.

Module 1 – Case study: The application of PERMA model at work

An example of best practice of a company applying Positive Psychology practices is CARDET's group in Cyprus (CARDET, Institute of Development, Innovade). CARDET group is an education and training centre that has developed, using the PERMA model, the 'Happy and Productive Workplace Well-being programme'. Specifically, this programme includes both online and face to face workshops relating to well-being, such as building resilience, managing stress, and Positive Leadership (PERMA-Lead). Through this programme, employees can also attend free counselling and mindfulness sessions. CARDET even has a Chief Happiness Officer, as well as a Well-being Committee who are responsible for the promotion of a positive organisational culture and creating a workplace environment that will increase the happiness and well-being levels of all employees. On top of this, CARDET also delivers courses to HR managers, CEOs, and VET trainers, on topics relating to employees' well-being such as building positive relationships in the workplace, reward and recognition, developing communication skills, and also a course on how to promote workplace well-being and Happiness at work based on evidence-based practices and Positive Psychology Interventions in the workplace (How to become Chief Happiness Officers). These courses are funded by the Human Resource Development Authority of Cyprus (HRDA).

More specifically CARDET implemented the following activities for each dimension of the PERMA model:

Positive emotions:

- ☐ Training of leadership team and all staff on how to cultivate positive emotions for example through gratitude activities (gratitude wall) and developing a growth mindset
- ☐ Training on how to be compassionate leaders (e.g. how to show empathy)
- ☐ Guidelines on how to show appreciation between colleagues and create a culture of appreciation

Engagement:

- ☐ Assign employees tasks that enable them to apply their strengths and interests
- ☐ Managers and team leaders help employees figure out what their strengths are and what they enjoy doing the most by using valid tools
- ☐ Training of managers on how to deliver strengths based feedback

Relationships:

- ☐ Organize social events, group lunches and dinners, bonding activities
- ☐ Mentoring scheme
- ☐ Training on how to be compassionate leaders (e.g. how to show empathy and compassion)
- ☐ Seminar on how to cultivate positive relationships

Meaning:

- ☐ Leaders encourage employees to reflect on what difference they are making in society and how their efforts are impacting the organisation and their clients/customers.
- ☐ Training to managers and all staff on how to find meaning and appreciate the impact their work has on society
- ☐ A purpose driven work culture
- ☐ Finding meaning through Volunteering

Accomplishments:

- ☐ Setting SMART objectives
- ☐ Celebrate achievements

Module 2 – Case study: How to plan a sound well-being programme

A best practice of the 8-step approach in planning a sound well-being programme is very well demonstrated by Proximus, a market leader in the telecom industry in Belgium. The Feelgreat@Proximus programme is an integrated well-being initiative, starting with clarifying the company' vision on well-being in alignment with the strategic vision of the company, partnering up with the competent external experts and optimally utilising the internal resources, to the implementation and evaluation of action plans. In the following section, the application of the 8 steps are outlined.

Step 1 – Understand the strategic visions

The first step in developing a robust well-being program at Proximus involved aligning initiatives with the company's strategic visions, emphasizing the importance of linking well-being efforts to the overall strategy and culture. With a focus on addressing the challenges posed by the ever-growing pace of innovation, Proximus sought to boost employee engagement and resilience through an integrated psychosocial well-being approach. This approach consisted of two components: 1) The Feelgreat@Proximus journey, emphasizing employee resilience, and 2) a comprehensive assessment of the work environment, considering factors such as workload, motivation, teamwork, leadership, and the contextual factors influencing employees.

Step 2 – Appointment of responsible parties

In the second step, the individuals responsible and most relevant for employees' well-being were identified. At Proximus, a working group was initiated, comprising external

Pulso experts, the social unit consultant, HR, and the prevention advisor, who together defined the different steps for the well-being approach.

Step 3 – Capabilities assessment

The third step involves assessing the knowledge, skills, and experience of those responsible for well-being, including their expertise in psychosocial risk analysis, stress, burnout, harassment, and project management. As a first step in tackling well-being, Proximus conducts a Psychosocial Risk Analyses on an organisational level. However, upon evaluating the capabilities of the responsible parties, they recognized the need for an external partner with the required scientific and academic background to guide and assist them. Based on the expertise and reputation in the field of psychosocial well-being, Proximus chose to collaborate with Pulso.

Step 4 – Needs assessment

Tools like psychosocial risk analyses, engagement surveys, and satisfaction surveys help organisations identify the needs of their employees as well as the factors in the work situation that have an impact on the well-being of employees. At Proximus, Pulso conducted a comprehensive psychosocial well-being assessment at the organizational level. The working group, in collaboration with Pulso, reviewed and tailored the questionnaire to the target group based on interviews with direct sales employees from various shops. The results collected in the assessment provide crucial insights into how the work environment impacts employee well-being, motivation, and performance, and as a result form the evidence-based foundation to develop targeted actions.

Step 5 – Scope of well-being program

The scope of the well-being program can be determined by defining general objectives and specific objectives as well as specific actions (timing, responsibilities, budget, etc.). At Proximus, upon knowing the results of the psychosocial well-being assessment, the working group translated insights into tailored solutions for each subgroup. Workshops were conducted at district and shop levels to formulate specific action plans based on their own results, especially for subgroups more exposed to potential stress-related factors. In this way, the scope for the well-being programme is tailored to the specific situation of each subgroup.

Step 6 – Communication

Communication is integral throughout the entire process and can be viewed as an overarching step. The primary goal is to heighten awareness of workplace well-being and the ongoing program. Proximus created a video featuring the prevention advisor and head of sales introducing the psychosocial well-being assessment. Post-analyses, Proximus shared another video with all employees, presenting the results and action plans.

Step 7 – Implementation

To implement the action plan effectively, it's crucial to promote awareness, monitor progress, gather feedback from managers and staff for adjustments, establish a risk

management plan, and empower implementors. At Proximus, the execution phase spanned 6 to 12 months, monitored through a **barometer**. The company organized various activities to raise employee awareness and partnered with Pulso to empower them with resilience tools. Future plans include initiatives to enhance relational resilience through events focused on trust, autonomy, appreciation, and connection.

Step 8 – Evaluation

In the eighth step, the impact of the well-being program is evaluated, best done throughout the implementation phase with defined performance measures linked to well-being. Proximus used a barometer to measure the effects of their actions on the overall engagement level within the company. While it might take several months to observe positive effects, the measurable increase in employee loyalty demonstrated the program's value, leading managers to recognize its overall impact.

In conclusion, it is crucial to understand the importance of all the steps involved in developing a sound well-being programme, while recognising that these 8 steps may not strictly follow a fixed order and can vary based on the company's specific situation. For instance, at Proximus communication involved a video both before the risk analyses for introduction and after the analysis for results communication. Similarly, evaluation occurred not only at the end but throughout the implementation phase to assess whether adjustments are needed in the well-being program. Furthermore, some companies are more mature than others in their well-being strategy, making it possible to skip some of the steps.

Module 3 – Case study: The importance of leadership skills in the implementation of workplace well-being programme

United Utilities, a water supply company in the UK, constitutes a success story of an organisation where a well-being programme was implemented. Although a culture of health and well-being was already in place, the company wanted this culture to be maintained and improved. Consequently, a comprehensive well-being programme was designed and implemented, including various new initiatives, with the assistance of a Health@work consultant, but also with the active involvement and engagement of the very top senior managers of the organisation, ensuring thus a safe and happy place for their employees, constituting a “Great place to work” (Healthatwork centre).

Lendlease, a multinational construction and real estate company, shifted their focus in 2019 towards promoting workplace well-being, with special emphasis on mental health. Their aim was to increase awareness and provide extensive support in various aspects of well-being, through a series of initiatives and events. Employees have been provided access to various well-being tools, such as Yulife, Headspace, Sleepfit, etc., whereas conversations about performance focus on mental health and well-being. This initiative has received an overwhelmingly positive response from the employees. Their main aim and message, which was to encourage open communication as the initial step towards seeking appropriate support, has resonated well. A notable increase of 4-6% has been observed, in the number of employees who felt comfortable in discussing their well-being

with their supervisors, managing work-related stress, perceiving their workplace as inclusive, and having managers engage with them about their background and experiences. Also, the decrease in the number of absent days from 28 to 15 indicates the effectiveness of the company's well-being and mental health initiatives.

Mr. Cooper Group Inc., an industry-leading mortgage company, started after the Covid-19 outbreak exploring ways to transform their conventional well-being programmes into comprehensive well-being resources, tailored to individual team members' needs, promoting connection and engagement with the organisation. The company created and implemented a Wellbeing360 program, the success of which can be attributed to, among others, a robust and consistent communication approach. The communication strategy designed implemented various campaigns and initiatives, including the executive leadership team. Leaders of the company were actively involved and engaged in promoting the benefits of the well-being programme through the creation of entertaining videos, whereas team members shared various success stories and personalized experiences, encouraging ongoing engagement with the programme. Thanks to the committed leadership team, the programme witnessed a 22% year-over-year increase in team challenge participation.

Sources:

1. <https://healthatworkcentre.org.uk/our-success-stories/united-utilities/>
2. <https://hellobenefex.com/case-study/the-lendlease-europe-success-story>
3. <https://www.limeade.com/customer-stories/mr-cooper-group/>

Module 4 – Practical exercises: Mentoring

Exercise 1 – Characteristics of Mentees

Divide into groups and discuss how you might approach the following situations as a mentor in order to increase mentee's well-being:

- a) Mentee 1 is anxiously seeking advice from his mentor and has no confidence. He expects his mentor to give him concrete solutions, does not take initiative and shows no determination.
- b) Mentee 2 is extremely self-confident, believes he "knows it all" and does not hesitate to disagree or confront his mentor. He has an arrogant attitude and the mentor finds it difficult to communicate effectively with him.
- c) Mentee 3 works hard but has excessive stress. Whenever he makes a mistake he criticizes himself too harshly. He has a lot of potential, but puts too much pressure on himself and gets frustrated with everything that goes wrong.

Exercise 2 – Typical Cases: Mentors

Divide into groups and discuss how the mentor's behaviour can affect mentee's well-being. What risk do you identify in each case? How would you suggest the mentor act?

- a) Mentor 1 spends a lot of time with his mentee and genuinely wants to help him. However, he wants his mentee to become his "clone", to agree on everything and to follow his example.
- b) Mentor 2 is a highly experienced executive with valuable experience to share with his mentee. However, he has little time available, he is late in responding to his mentee's emails, their meetings have long gaps in time and, sometimes, he forgets or cancels them.
- c) Mentor 3 wants to prepare his mentee for difficult situations, so he puts a lot of pressure on him. He believes that "life is hard", so he chooses to be hard on his mentee himself, is demanding and talks to him sharply.

Exercise 3 – Roles of a mentor

Objectives:

- Participants have to identify the characteristics of effective mentors
- Participants will explore roles they may have in the life and the well-being of a newcomer in the workplace

Duration: 30 minutes

Materials:

- Post-it
- Flipchart
- Markers

Steps:

1. Deal each participant a card. Ask them to think about the period when they were starting their career and to reflect silently:
 - Think of a person who acted as a mentor for them
 - Think about why this person was important to them and how this person helped them.
 - Recall the personality traits of that person and write 2 or 3 traits on the card
2. Ask each participant to briefly mention their mentor and the cards/papers they identified. As each person speaks, note the words they mention as important gifts. Each time a word is repeated, put an asterisk next to it.
3. Together with the participants, look at the list and identify which cards are mentioned most often. Then ask them to identify which of the ones mentioned can be grouped under the heading "communication skills" (e.g. good listener, does not judge others, asks a lot of questions, etc.).
4. Ask participants to go back in time again and identify the roles that a mentor can play in a young professional's life (e.g. big brother/sister, role model, guide, mentor, etc.). Record their answers on the board. Make sure participants understand that a mentor is not a parent, teacher, psychologist, boss.

5. Give participants time to talk about their hopes and concerns in their new role. For example, what joys/skills did they admire in their mentors that they believe they have themselves? How do they plan to improve? What scares them in their new role?

Module 5 – Case study – Work – life balance

YETTEL BULGARIA - „Putting people at the centre of everything we do“

The work-life balance is a part of the whole policy of Yettel Bulgaria. Below are some main activities and initiatives from the Sustainability Report 2022 of Yettel Bulgaria that support the work-life balance of their employees.

Yettel Ideathon Challenge

The rebranding of the company in early 2022 was followed by a culture journey prepared for all employees to involve them in understanding and co-creating Yettel’s brand, culture, and values. *We believe that we do not just work for the brand – we are the brand*, so we invited our employees to co-create it with us. Through our first *Yettel Ideathon Challenge*, we engaged our employees in a series of workshops based on the design thinking methodology. The participants worked in teams and generated ideas in one of the following three categories:

1. „In Balance with Life“;
2. „Be Yourself and Make an Impact“;
3. „In Balance with Nature“.

Within four weeks all teams worked on their conceptual ideas, which were then presented to the executive leadership team. Four winning ideas have been nominated:

1. Making our working environment even greener by bringing nature to the office space;
2. Establishment of clubs where employees can gather based on interests;
3. Peer-to-peer awarding system recognising colleagues that support cross-functional projects;
4. A mentorship program to empower Yettel’s employees.

All ideas were focused on how we can make Yettel a better place to work and ensure that our working environment is one, within which they can thrive and make an impact by bringing their best selves to work while maintaining the work-life balance.

Two of those initiatives - *Yettel Jungle from the category ‘In Balance with Nature’* and *Yettel Club from the category ‘In Balance with Life’*, have already been brought to life, while the other two are currently being worked on.

Yettel Clubs initiative

Yettel Clubs is an exciting new initiative, born during the Yettel Ideathon Challenge, under *the category „In Balance with Life“*, which promotes the creation of interest clubs - close-knit communities based on common interests and hobbies, which our employees can join.

The initiative makes it possible to discover a new passion, share a long-standing hobby with colleagues, or build new friendships.

Yettel Clubs kicked-off with *4 clubs*, each of them being managed by a chairman who is responsible for the organization of activities and the budget. At the discretion of the members and the chairman, each club may hold *regular meetings, both during and after business hours*.

Currently, there is a *hiking club* for people who share a common passion for the mountains and nature; a *photography club* for people who love capturing unique moments; a *culinary club* for people who enjoy creating masterpieces out of food; and a *board games club* for the competitive ones among us.

Yettel Jungle

Yettel Jungle was one of the initiatives that were born during the Yettel Ideathon Challenge, under *the category „In Balance with Nature“*, inspired by the idea of one of the teams to grow our business while guaranteeing that we act in balance with nature. We spend a significant amount of our time in the office which is why we consider it highly important to create a cozy and inspiring working space that our employees truly enjoy.

With our initiative Yettel Jungle we *brought a little piece of nature to our office to make it a greener and healthier environment*. Over 300 new plants were placed all around our headquarters to utilize the widely known *benefits of green workspaces - increased creativity, improved concentration and focus, and better productivity*.

In addition to that, over 60 employees took part in the Mini Jungle workshop where they learned about the cultivation of cacti, which they applied in practice later, contributing to the *creation of our mini jungle in the office*.

Additional benefits

We know that recognition cannot always be measured in numbers. This is why offering a package of additional benefits to our employees is our way of showing our appreciation. With this package, we want *to help our employees maintain a good state of physical and mental well-being*. Apart from the widely used benefits, such as food vouchers and additional health insurance, we provide our employees with the opportunity to reach out to a psychologist because we consider mental health and well-being as an issue of utmost importance. Amongst others, the following benefits are included in the package we offer:



Employee well-being for work-life balance

We at Yettel consider psychological well-being to be just as important as physical health. We proactively seek to promote the *importance of mental health and to provide support to our employees in the best possible ways to help them to balance their everyday life*. We aim to improve the health and well-being of the employees through a variety of initiatives, part of a broad well-being program. The program includes *health education sessions and activities* that support positive lifestyle change, thus enhancing our employees' motivation and improving their performance. We have a *Balance Crew* formed of employees who voluntarily took over the task of creating and organizing such initiatives. We have also introduced a *benefits program that covers, but is not limited to, topics such as the wellness of our employees*, both physical and mental. Amongst others, the workshops and seminars organize, also focus on *additional live-relevant skills such as financial literacy*.

Our employees could reach out to a psychologist at any time because we consider mental health a topic of utmost importance. In 2022, we introduced a different initiative for each month including info-sessions, seminars, sports events, etc., targeting a better well-being of our employees. Besides those initiatives, we regularly organize *workouts and massages in the office, and a monthly initiative for non-work-related gatherings with colleagues*.

January	February	March
<ul style="list-style-type: none"> • What to expect on the financial markets 2022-2025 	<ul style="list-style-type: none"> • How to cope with the uncertainties of our time? • Harmony in the family 	<ul style="list-style-type: none"> • The Post-COVID syndrome • General macroeconomic framework • Financial planning
April	May	June
<ul style="list-style-type: none"> • Safety in the mountain • Electrical safety at home • Burnout prevention • Skin damage due to prolonged sun exposure • Cardiovascular diseases • Correct posture and office gymnastics • Male health and prevention • Female health and prevention • #BalancedBody 	<ul style="list-style-type: none"> • Negotiations and cultural differences • 10,000 steps challenge • RUN2GETHER initiative 	<ul style="list-style-type: none"> • Dangers on the roads in Bulgaria and how to prepare for them • Personal finances for beginners • The rehabit method - what is upright posture and why is it important to our quality of life • Vitosha mountain hike • Charity football tournament
July	August	September
<ul style="list-style-type: none"> • Generational shifts and challenges in the business environment 	<ul style="list-style-type: none"> • Workshop on first aid • Interactive lecture series on stroke prevention • Information on the development of COVID-19 and Monkeypox 	<ul style="list-style-type: none"> • Who goes to school - kids or parents? • How to manage our finances in times of growing inflation? • Tennis tournament
October	November	December
<ul style="list-style-type: none"> • How to select the right credit product? • Wizz Air Sofia Marathon 	<ul style="list-style-type: none"> • Online seminar on the topic "Men and Well-being" 	<ul style="list-style-type: none"> • Fruit and tea recharging regimen

Re: Join Program

To support the *employees who are going on or returning from an extended leave from work*, our *ESG Crew* and our *Balance Crew* joined forces and prepared valuable resources for them. Employees going on a parental leave can also take advantage of those resources that aim to support them while going through the beautiful but challenging process of becoming parents.

We created an internal page – *a one-stop-shop*, dedicated to those colleagues who are about to go on or are returning from a long leave, *where they can get all the relevant information regarding their preparation for the time of their absence* as well as about the steps they need to take before and after the leave.

Further information specifically for managers and employee buddies is also available. In addition to that, a webinar covering extensive information on the topic of next steps before and after long absences was held.

EduGrants

The Educational Grants program is one of the main programs for employee development at Yettel, whose purpose is to support the individual learning and development needs of our employees. The program is a great way for employees to take advantage of existing external programs for higher qualifications with the financial support of the company.

Amongst others, our employees can apply for an Executive MBA, mini-MBA, chartered qualifications, or other qualification training in highly renowned educational institutions. The personal request of an employee is discussed with their manager to identify whether the chosen program fits the person's and the department's needs as well as the overall business objectives.

In 2022, there were four Grant categories for which our employees could apply:

1. **Executive MBA: 1 Grant at up to BGN 20,000**

- MBA programs at partner universities such as AUBG, Cotrugli, and Sheffield
- Other universities could also be in scope
- Program duration: 12+ months

2. **Mini-MBA: 3-5 Grants at up to BGN 5,000**

- Mini-MBAs that focus on parts of EMBA and could give credits for EMBA
- Programs at partner universities such as AUBG, Cotrugli, Sheffield and also London School of Business and Finance, the Business Institute
- Program duration can vary from a few days to a few months

3. **Chartered Qualification: 3-5 Grants at up to BGN 10,000**

- Professional qualifications such as ACCA, CISSP, ISC, CIPD, NSE, MCE, CompTIA, PCM, CIM
- Program duration can vary from a few days to a few months

4. **Expert Qualification 5-7 Grants at up to BGN 3,000**

- Any course that further develops existing skills or allows gaining new skills in a specific domain
- Courses that are needed to support employees' everyday duties and refer to their upskilling or are in line with their personal career plan
- Duration can vary from a few hours to a few months

In 2022, 18 people benefitted from our EduGrant program, with the number increasing steadily over the last few years.

10,000 Steps Initiative

The benefits of regular movement during the day, or even just getting up and stretching, are undoubted. Therefore, our May 2022 initiative aimed at encouraging our employees *to create healthy habits by challenging them to walk 10,000 steps per day*. Over 160 employees gathered 42 teams to participate in the challenge. 34 teams managed to fulfill the challenge. This initiative is one of the most beloved challenges amongst our employees which is why it has become a regular activity that we conduct annually.

Charitable and social investments

Material topic: Local communities

Given the scale at which we operate, we realize that with the right approach, our actions can have an immensely positive impact on our local communities. We want to get our employees on board with our mission to be a socially responsible and sustainable company that is of service to others.

In line with our goal, we are currently working on the development of a comprehensive volunteering program, which will provide our employees with the opportunity to choose from a wide range of activities to participate in and, in this way, support the needs of their local communities. While finalizing the program, we already conducted our first volunteering activity, that took place in May 2023. 120 volunteers in total - *Yettel employees together with their family members and friends, dedicated 248 hours of volunteer work to the cause, and as a result, together we managed to plant 1200 saplings which will become the "New Forest of Sofia"*.

This green urban space will not only improve the quality of air, but it will also have numerous health benefits to the citizens of Sofia. This initiative was a great example of the power of collective action and how together we can contribute to a better environment for us and our children.

References:

https://shop.yettel.bg/sites/default/files/yettel_esg_report_eng_rgb_final-22.pdf

Module 6 – Practical exercise: Work-related stress management

In this section, we propose an additional exercise which can be included in HR management or employee training on dealing with work-related stress. The exercise is called imagery exercise and is based on the principles of Cognitive Behavioural Therapy.

Cognitive-Behavioural Therapy (CBT) is a therapeutic intervention that combines cognitive and behavioural approaches designed by Aaron Beck in the late 1960s (Chand, 2023). It challenges dysfunctional patterns of thoughts, feelings, and behaviour by using cognitive restructuring strategies that lead to behavioural change (Nash, 2023).

How it works

People commonly experience spontaneous thoughts and feelings which are accompanied by internal images. These thoughts may induce the feeling of stress and anxiety in a very similar way as actually experiencing the real-life situation.

This is because the human brain finds it almost impossible to distinguish between imagined experience and reality, such that we often respond to our imagination as strongly as if it were really happening (De Paolis et al., 2019 in Nash, 2023).

This can be illustrated by an example from the work environment. An employee is **anticipating** a meeting with their manager where they intend to negotiate a possible promotion and a pay raise. The meeting haven't taken place yet but the employee's brain already created an imagine of an uncomfortable situation, a failure of negotiation or rejection, and responded with **negative feelings** increasing **stress** and **anxiety**, generating also **physical symptoms** like breathlessness, a racing heart, a dry mouth, and sweating as if there were a real threat.

Stress coming from such thoughts and mental images can be **reduced** by **exploring them and observing** the individual's relationship with them, cognitively **restructuring their interpretation**. Imagery can feel as real to the mind as being in the situation, so playing through images in advance can restructure thoughts and emotions and reframe the stress (Sutton, 2020).

Moreover, this technique can not only **relieve stress**, but is also an excellent way to **support development of coping skills**.

Let's get to work

Imagine a typical stressful situation in your work life or a challenge you have ahead. Preferably, think of a common scenario from your day-to-day life rather than deeply personal or traumatising circumstances. If you prefer not to work with a personal example, visualise the situation described above, concerning a talk with a manager about a promotion and pay raise.

Below you'll find some leading questions that can form the basis of a conversation to explore a mental image. It will be the session **facilitator** to ask the questions if the exercise is done in a **group session**. It can also be performed **alone** or in **pairs**. Participants may respond **aloud** or follow an **inner dialog**.

If opting for a group exercise, the facilitator must ensure a **safe space** and all participants must respect **confidentiality**.

1. Find a comfortable position.
2. Close your eyes, take a few deep breaths and relax.
3. Employ your imagination and visualise the situation.
4. Pay attention to all your senses. What do you see, hear and smell?
5. Now, try to respond to the following questions to explore more about the situation: <ul style="list-style-type: none"> ▪ What your boss might look like when you asked about the promotion? ▪ What does they say? ▪ How does it make you feel? ▪ Can you picture what happens next? And then? ▪ What is the worst thing they might say or do? ▪ How does it make you feel? Take time to explore your feelings. ▪ Try to identify what exactly is triggering your stress response? ▪ Can you notice any physical manifestation of stress? ▪ What makes you feel anxious? ▪ Is the treat real? ▪ Is your response adequate? ▪ Does the stress reaction and negative feeling contribute to making the situation better? ▪ What should happen to make you feel better? ▪ What could you do to make the situation more comfortable for you? ▪ How would the situation evolve if you could stay calm and serene? ▪ Do you feel better in the new image than before? ▪ Let's review from stopping at the worst image through to completion.
6. Focus again on your breath and dwell for a moment on the positive mental image.

The purpose of this exercise is not to actually resolve the situation but to observe and explore one's thoughts, feelings and symptoms of stress. Let the emotions come, observe them, breathe through them and let them go. You may also be able to identify triggers of stress reaction and by acknowledging them be able to change your reaction accordingly the next time you find yourself facing a challenge.

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