

## 10 recommendations on how to improve well-being in your in-house team

Produced in partnership with [Paul Gilbert of LBC Wise Counsel](#)

1. Managers should assess well-being in the team on a regular and frequent basis. Boundaries should be agreed and measures (formal and anecdotal) should be in place to assess progress and to alert for early signs of weakness or deterioration. Also see [Team relationship management](#) and [Appraising and coaching members of team](#).
2. Managers must have formal training to understand well-being and mental health indicators.
3. Managers must lead by example and be self-aware of how their behaviours are influential. Read [Unlocking your emotional intelligence—how working better with others helps to put you ahead](#).
4. It is critical to have an open, unsuspecting, culture in which conversations are encouraged and where we keep an eye on our colleagues. Also see [Building trust and managing conflict in a team](#); [Team relationship management](#); [Fostering relationships with remote functional reports](#).
5. Flexible working must become the norm. Working from home when useful should be encouraged. Arrival and departure times in the office should be at the discretion of the employee and time off for family commitments should be promoted and encouraged. Read our exclusive interview with Kent Dreadon, Deputy General Counsel and Head of Legal at Telefónica UK Limited on [flexible working](#).
6. Every lawyer should have a mentor. Your bosses have an expectation of you; the good ones see the need to help you fulfil your potential, but essentially you are a temporary and replaceable component in a machine. While your interests align to the interests of the business all can seem great, but never lose sight of the fact that you are just passing through. You will be discarded at some point if you outgrow the role, if you fail to perform (whatever the reasons), if someone better comes along or if you wear out. For all these reasons, get a mentor. My strong recommendation is that your mentor is someone who is outside your world of work, but consider having a workplace mentor as well if that helps you. A mentor is not there to provide “tea and sympathy”; they should provide a safe place for you to talk openly and be an independent friendly sounding board. Someone who can gently challenge your status quo and your direction of travel. A place exclusively, selfishly for you. Find out more about the [LexisNexis Mentor Programme for in-house lawyers](#).
7. Make changes. Talking is a good first step, but momentum comes from change and change encourages more change. I am not talking about revolution, but be seen to have done something and ask others to help you change more. See [Tips for managing change](#).
8. The slightly discredited “Mindfulness” bandwagon may do the concept of mindfulness a disservice. However mindfulness techniques (including meditation, breathing, relaxation etc) are critical skills to practice. Do not be put off by trendy labels or overblown claims, explore what works, experiment and adopt. Read our exclusive interview with Claire Carless, General counsel and Company Secretary, Siemens plc on [the importance of being well: stress and work-life balance in-house](#).
9. Policies on recruitment, induction, appraisal and feedback should be reviewed in the context of well-being, adjusted as necessary and brought into line. See [Recruitment planning](#); [Recruiting and integrating new members](#); [In-house lawyers: appraising and coaching members of the team](#).
10. Finally, whatever you do, however you feel, please never suffer in silence. Do whatever you can to find the courage to raise your concerns.

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