THE VIVACITY WORKPLACE WELLBEING PROGRAM · LEADERS' TRACK · UNITS 1–7

Leading Human: the leaders' track

A closer look, tailored to your leaders

The conditions a leader creates.

Thank you for your interest in this track. Here is a unit-by-unit look at what your leaders will actually cover, so you know precisely what you are getting before we agree a format.

A seven-unit track for managers and team leaders, and above all for those in the middle: the manager of a small team, a head of department, or someone leading a project without the title, who carry responsibility for people without owning every decision about them. It does not teach the basics of management. It helps leaders see what their presence does to the people they lead: what the team learns from them without their meaning it, who speaks and who stays quiet, who gets the opportunities, who holds power without the position, and how decisions are made.

> The track is built on the book *Leading Human, Human Leading* by Rana Al Zawawi. Across the whole program run three questions: what is mine, what is ours, and what belongs to the workplace. This track stands at the third from the leader's position, with one practical question in every unit: what can I decide, what can I influence, and what is not mine to decide?

Formats & fees

Delivered in person in Amman, online or hybrid. Any unit can be delivered on its own, or all seven as a track. The format, group size and schedule are agreed with you after a short scoping call, and the track is quoted on request.

Where the track sits in the program

THE ORGANISATION	LEADERS	TEAMS	EVERY PERSON
Workplace Conditions Check	Leading Human, Units 1–7	Track A and Track B, Modules 1–14	The books, the companion and the planner

Inside the track

Each unit opens with a question a leader brought, in the leader's own words, then sets out what the research says, as far as it helps understanding and action, and returns to the question step by step: where to look first, what to know before deciding, which paths are open and what each one costs. Under each unit title: the question that runs through it, and the number of exercises leaders try in their own teams.

1 Notice What You Reward Without Meaning To

What picture of the 'good employee' does my team learn from my own behaviour?

A team learns more from its leader than from what the leader says: from how thanks, opportunities and appraisals are shared, and from a passing sentence in a meeting. The unit looks at how organisations create norms nobody writes down, the 'ideal worker' who is always available and never needs anything, and the gap between what we reward and what we hope for, then returns to a manager who said her team didn't work as a team, with everyone working for themselves, to ask what that team had learned, and where.

Grounded in: Bandura's social learning theory, Edgar Schein on organisational culture, Steven Kerr on rewarding A while hoping for B (1975), the ideal-worker image (Reid, 2015; Michelle P. King's *The Fix*, 2020), research on interdependence in teams (Wageman, 1995), and a study of HR's role in Jordanian organisations (Al-Twal et al., 2024).

2 exercises to try in your team

2 Read How Your Team Is Doing

How do I notice that someone in my team is going through a hard time, what is my role then, and where does that role end?

What protects mental health at work, how a leader notices a change in someone and asks about it without diagnosing, how to hold a supportive conversation, and where the leader's role ends. The unit also stays with the leader caught between pressure from senior management and an exhausted team, reading demands and resources with them, and opening options beyond pushing the team harder or looking like a failure.

Grounded in: the WHO guidelines on mental health at work (2022) and the WHO/ILO policy brief, ISO 45003, the Job Demands–Resources model (Bakker & Demerouti, 2007), trials of manager mental health training and sick leave (Milligan-Saville et al., 2017; Gayed et al., 2018), and the WHO's psychological first aid.

3 exercises to try in your team

3 Make It Safe for Everyone to Speak

Who speaks in my meetings, who gets interrupted, and who has stopped trying?

Why people go quiet at work, what makes speaking up safe or costly, and who gets interrupted and who gets heard. The unit starts from a fair question put to a new manager in front of everyone, and what the room learned from his response, then covers psychological safety, the unspoken rules of self-censorship, and a leader's first months in a new role.

Grounded in: Amy Edmondson's research on psychological safety (1999, 2018) and its meta-analysis (Frazier et al., 2017), leader behaviour and employee voice (Detert & Burris, 2007), implicit voice theories (Detert & Edmondson, 2011), organisational silence (Morrison & Milliken, 2000), the GLOBE study's Middle East findings, and research on conflict within teams (de Wit, Greer & Jehn, 2012).

2 exercises to try in your team

4 Share Opportunities Fairly

Who in my team gets the tasks that are seen and the introductions to decision-makers, and who is left with the work nobody sees?

Who gets the visible assignments and the introductions, and who keeps the work nobody sees. The unit looks at wasta, inner circles and what unequal treatment costs the whole team, at tasks that never lead to promotion and vague appraisal comments, and helps leaders share opportunities and recognition by stated criteria.

Grounded in: Michelle P. King's *The Fix* (2020), research on wasta in Jordan and the Middle East (Cunningham & Sarayrah, 1993; Ta'Amnha, Sayce & Tregaskis, 2016; Tlaiss & Kauser, 2011), tasks with low promotability (Babcock et al., 2017), the paradox of meritocracy (Castilla & Benard, 2010), and leader–member exchange theory (Graen & Uhl-Bien, 1995).

3 exercises to try in your team

5

Handle Sensitive Conversations Wisely

What do I say when someone tells me they are being harassed or bullied, or that she is pregnant, or that they need to work differently?

The moment someone decides to tell their leader something hard to say. The unit covers what to say in the first minutes and what to avoid, how to prepare before it is needed, what Jordanian labour law and the flexible work regulation say, returning after an absence, and what to do when there is suspicion but no evidence.

Grounded in: research on how others' reactions affect people who disclose (Ahrens, 2006; Ullman, 2010), a meta-analysis on workplace sexual harassment (Willness, Steel & Lee, 2007), research on workplace bullying (Einarsen et al., 2020), Jordan's Labour Law No. 8 of 1996 and its amendments, the Flexible Work Regulation No. 44 of 2024, and ILO Convention No. 190.

3 exercises to try in your team

6

Uncover the Unwritten Rules

What does belonging to my team really require, who holds informal power in it, and what price is paid by those who differ from the dominant picture?

What belonging to the team really requires, who holds informal power without the title, and what price is paid by those who differ from the dominant picture. The unit helps leaders read power from their own observation rather than from what reaches them, name the rules the team works by that nobody wrote, and build a team charter together.

Grounded in: research on teams (Katzenbach & Smith, 1993), group development (Tuckman, 1965; Gersick, 1988), authentic dissent versus devil's advocacy (Nemeth, Brown & Rogers, 2001), backlash against agentic women (Rudman & Glick, 2001), and informal networks (Krackhardt & Hanson, 1993).

3 exercises to try in your team

7

Turn Fairness Into Decisions

Where do bias and habit enter my decisions about work, hiring, appraisal and promotion, and how do I build fairness into the procedure itself?

Where bias and habit enter decisions about work, hiring, appraisal and promotion, and why good intentions are not enough. The unit covers criteria invented after we know whom we want, the halo effect and wasta in selection, and how to write criteria before names, choose how a decision will be made and build in accountability. It closes with a leadership plan that brings together everything tried across the units.

Grounded in: a meta-analysis of attempts to change implicit bias (Forscher et al., 2019), constructed criteria (Uhlmann & Cohen, 2005), the validity of selection methods (Sackett et al., 2022), accountability and transparency in pay decisions (Castilla, 2015), and the Peter Principle in promotions (Benson, Li & Shue, 2019).

2 exercises to try in your team

How we deliver this track

- Each unit starts at the psychological level, with what a leader's presence does to the people they lead, before moving to systems and procedures.
- The cases are composites of situations that recur in organisations, with every identifying detail changed.
- Before the track, each leader completes a short page on what they actually did in the past month, and their team answers three anonymous statements: on voicing a different view, on how work and opportunities are shared, and on whether the manager notices when someone is struggling. Both are repeated eight weeks later. Team results are reported only as averages, and numbers are not collected from teams so small that answers could be identified.
- Each unit ends with a page for those who lead leaders: what they design, what they reward, and what the leaders below them learn from them.
- The legal content in Unit 5 reflects Jordanian law as of November 2026. It is for awareness and is not a substitute for legal advice.
- We recommend that leaders also read *Working Human, Human Working* and its companion, which hold the shared language their teams learn in Tracks A and B.
- Facilitation is led by a licensed counsellor who has worked for many years with staff at every level of organisations, leaders among them.

Fees

The leaders' track is quoted on request, after a short scoping call. Fees cover preparation, delivery, training materials and a short follow-up. Your organisation provides the venue, and travel costs outside Amman are quoted separately.

The book *Leading Human, Human Leading* is not included in the fee. Copies can be ordered for participants at bulk prices: 10% off from 20 copies and 20% off from 50, with free delivery.

Reach out for a short scoping call. We look forward to working with your leaders.