01

WAY 1 OF 10

NOTICE CHANGE, NOT HOURS

WHY IT MATTERS

Hours on a timesheet rarely tell you someone's drowning. Pressure shows up as a quieter tone, a slower pace, or someone who used to chip in going quiet. Catch the shift early and a short check-in can land before it becomes a sick note or a resignation. You're not diagnosing anyone — you're noticing the person in front of you.

THE SCIENCE

35% of UK workers don't feel comfortable discussing high or extreme stress with a manager. Pressure often shows in behaviour long before it shows in absence.

SOURCE Mental Health UK, Burnout Report 2026.

DO THIS IN 10 MINUTES

10 MIN

- [ ] Watch for a shift in tone, pace or withdrawal.
- [ ] Ask privately: "How's your capacity this week?"
- [ ] Adjust one ask, then follow up in the next 1:1.

HOW REVIVAL PULSE HELPS

Daily Pulse Checks surface energy, focus, motivation, stress and discomfort in under 90 seconds — so People leads see pressure patterns without monitoring anyone.

02

WAY 2 OF 10

ASK ONE OPEN QUESTION

WHY IT MATTERS

"I'm fine" is the default answer in British workplaces. One open question — what's taking most of your energy? — opens a door a closed check doesn't. You're not prying; you're making it safe to be honest for thirty seconds.

THE SCIENCE

Early, open questions are what HSE and Acas tell managers to use when they notice stress — closed "you OK?" chats often miss it.

SOURCE HSE Talking Toolkit; Acas supporting employees with work-related stress.

DO THIS IN 10 MINUTES

10 MIN

- [ ] Notice the vague "I'm fine."
- [ ] Ask: "What's taking most of your energy right now?"
- [ ] Offer one concrete help, then follow up once.

HOW REVIVAL PULSE HELPS

Pulse Checks give you a team-level read on energy and stress, so you know when an open question is worth asking.

03

WAY 3 OF 10

WATCH PULL-BACK

WHY IT MATTERS

Silence in meetings or chat isn't always shyness. Pull-back — fewer jokes, camera off, disappearing from Slack — is often the first visible crack. A private check-in beats a public call-out every time.

THE SCIENCE

HSE lists withdrawal, loss of motivation and mood change as early signs of work-related stress — acting early reduces the impact.

SOURCE HSE, Work-related stress — signs.

DO THIS IN 10 MINUTES

10 MIN

- [ ] Spot silence or withdrawal in meetings or chat.
- [ ] Check in privately, not in the room.
- [ ] Lighten one load or clarify priorities, then follow up.

HOW REVIVAL PULSE HELPS

People view shows team-level patterns (groups of 5+) in motivation and stress — a prompt to check in, never a tracker.

04

WAY 4 OF 10

SPOT “ALWAYS ON”

WHY IT MATTERS

Late replies, weekend sends and no breaks look like commitment — until they don’t. Always-on culture teaches people that rest is optional. Model being offline yourself, or the permission never lands.

THE SCIENCE

33% of UK workers said regularly working unpaid overtime beyond contracted hours caused stress that may contribute to burnout.

SOURCE Mental Health UK, Burnout Report 2026.

DO THIS IN 10 MINUTES

10 MIN

- [ ] Spot late replies, weekend sends and skipped breaks.
- [ ] Ask: “What’s one thing we can park so you can switch off?”
- [ ] Model offline yourself, then follow up if the pattern holds.

HOW REVIVAL PULSE HELPS

Pulse Checks show when team energy and stress drift across busy weeks, so you can reset expectations before always-on sticks.

05

WAY 5 OF 10

CHECK UNUSED LEAVE

WHY IT MATTERS

Stacked rest and skipped TOIL rarely mean someone loves the job that much. Unused leave is often leaveism in disguise — working through holiday, or being too full to stop. Protecting time in the diary is a management act, not a perk.

THE SCIENCE

63% of organisations reported some form of leaveism — including staff working outside contracted hours or using holiday to work or when unwell.

SOURCE CIPD, Health and wellbeing at work 2023.

DO THIS IN 10 MINUTES

10 MIN

- [ ] Spot stacked rest and skipped TOIL.
- [ ] Ask: "When are you next taking a proper break?"
- [ ] Protect that time in the diary so it actually happens.

HOW REVIVAL PULSE HELPS

Pulse Checks show when team energy is running low; Revive Station gives people a short reset in the moment.

06

WAY 6 OF 10

REBALANCE AFTER GAPS

WHY IT MATTERS

When someone leaves, the quiet people often absorb the work without a word. Praise for “stepping up” can hide overload. Say the rebalance out loud and redistribute — don’t reward martyrdom.

THE SCIENCE

42% of UK workers reported stress from a high or increased workload. When leavers go and quiet people absorb the work, that pressure shows up as stress, not praise.

SOURCE Mental Health UK, Burnout Report 2026.

DO THIS IN 10 MINUTES

10 MIN

- [ ] Spot who is absorbing leavers’ work.
- [ ] Say the rebalance out loud in the team.
- [ ] Redistribute the load, then check again in a week.

HOW REVIVAL PULSE HELPS

People view shows team-level stress and focus after a change, so you can rebalance before the quiet ones run dry.

07

WAY 7 OF 10

MAKE “I’M AT CAPACITY” SAFE

WHY IT MATTERS

People who never say no are often the ones closest to the edge. Capacity only becomes useful information when saying “I’m full” is safe — and that starts with you saying it first.

THE SCIENCE

27% of workers said mental health is genuinely prioritised and supported through action and resources — capacity talk only lands if saying “I’m full” is safe.

SOURCE Mental Health UK, Burnout Report 2026.

DO THIS IN 10 MINUTES

10 MIN

- [ ] Spot people who never say no.
- [ ] Say “I’m at capacity” yourself first.
- [ ] Treat capacity as information, not failure.

HOW REVIVAL PULSE HELPS

Daily Pulse Checks make capacity part of the rhythm — a 90-second, low-stakes way to say how full you are.

08

WAY 8 OF 10

FOLLOW UP AFTER HARD STRETCHES

WHY IT MATTERS

The week after the deadline is when people crash — and when managers often move on. A short “how are you landing?” plus recovery time where you can stops the silent fade.

THE SCIENCE

27% of workers who took time off for high or extreme pressure or stress and returned said they received no support after coming back.

SOURCE Mental Health UK, Burnout Report 2026.

DO THIS IN 10 MINUTES

10 MIN

- [ ] Mark the week after the deadline, not just the week before.
- [ ] Ask: “How are you landing after that?”
- [ ] Offer recovery time where you can, then check once more.

HOW REVIVAL PULSE HELPS

Pulse Checks show how a team is landing after a big push, so follow-ups happen when they matter.

09

WAY 9 OF 10

SEPARATE PERFORMANCE FROM WELLBEING

WHY IT MATTERS

A pressure signal can dress up as a performance issue. Checking capacity first isn't soft — it's how you avoid performance-managing someone who needed support. Acas expects that order.

THE SCIENCE

Acas expects employers to check whether health, mental health or capacity issues are affecting performance, and to explore support and adjustments, before treating it as a pure performance problem.

SOURCE Acas performance management / mental health adjustments guidance.

DO THIS IN 10 MINUTES

10 MIN

- [ ] Spot a pressure signal dressed as a performance issue.
- [ ] Say you're checking capacity first.
- [ ] Support before you performance-manage; involve HR if needed.

HOW REVIVAL PULSE HELPS

Team-level Pulse patterns give useful context before a performance conversation — signal, not surveillance.

10

WAY 10 OF 10

KNOW THE ESCALATION PATH

WHY IT MATTERS

Some chats aren't enough. Knowing the escalation path — EAP, HR, occupational health — and walking it with someone beats handing them a leaflet and hoping.

THE SCIENCE

29% of workers said their employer raises awareness about mental health but managers lack the time, training and resources to act.

SOURCE Mental Health UK, Burnout Report 2026.

DO THIS IN 10 MINUTES

10 MIN

- [ ] Spot when a chat isn't enough.
- [ ] Name what support exists (EAP / HR / OH) without drama.
- [ ] Walk the path with them so they aren't left alone.

HOW REVIVAL PULSE HELPS

Revive Station offers a short in-the-moment reset and Wellness Wallet reinforces showing up — alongside your EAP, HR and OH, never instead of them.