



Making Mental Health Mentionable and Manageable:

3 skills managers must master
to navigate mental health in the workplace.

Does this remind you of you?





YOU CANNOT
SPELL **HERO**
WITHOUT **HR**

*BUT EVEN HEROES NEED HELP
SOMETIMES*



What We'll Cover

1. Clarify Roles
2. Demonstrate Openness
3. Express Empathy

What brought you here today?



Skills Managers Must Master to Navigate MH Issues

Clarify
Roles



Define
Expectations



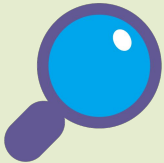
Give Effective
Feedback



Demonstrate
Openness



Show
Curiosity



Express
Empathy



Demonstrate
Flexibility



Refer to
Resources

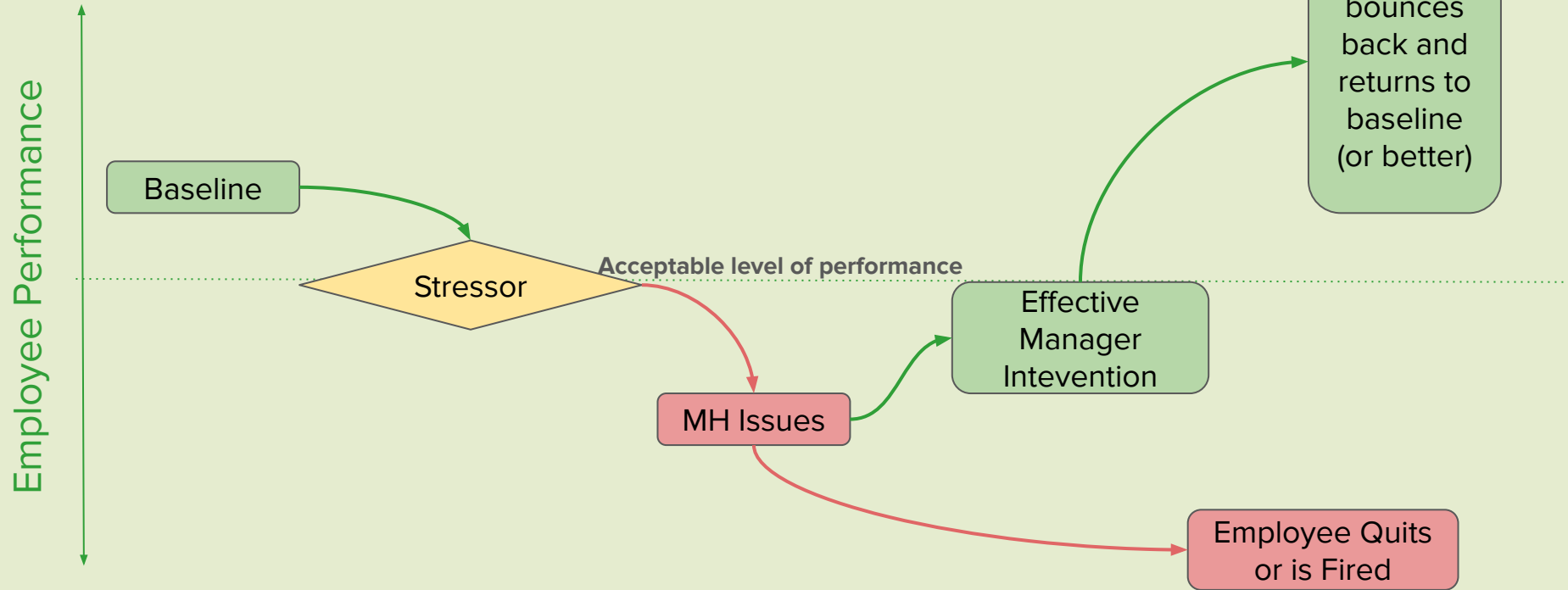




What I know for sure

- Managers are more effective when they **DON'T** try to play therapist.
- Being held accountable to do meaningful work **CONTRIBUTES** to mental wellness.
- Being a caring boss **REQUIRES** healthy boundaries.

Managers Play a Key Role



1

Clarify Roles





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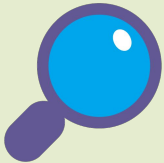
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Role Clarity

Appropriate Manager Behaviors

- Manage behavior through feedback
- Show concern
- Steer people to resources
- Make reasonable accommodations
- Make mental health mentionable.



Danger Zone Behaviors

- Fix people
- Play the therapist
- Try to be all things to all people
- Do people's jobs for them
- Loan them money
- Give them housing
- Relax essential work standards
- Let employees unload their whole trauma history at length.



2

Demonstrate Openness





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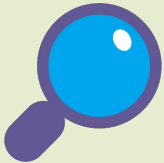
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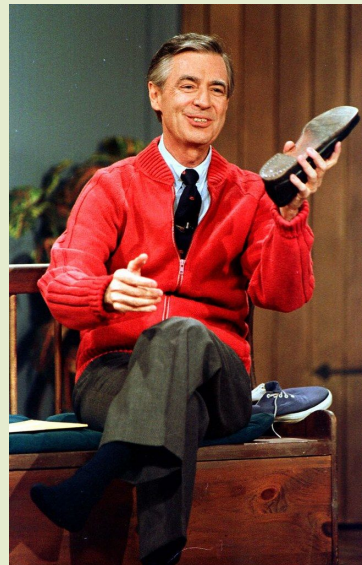
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“Anything that is human is mentionable, and anything that is mentionable is manageable. When we can talk about our feelings, they become less overwhelming, less upsetting, and less scary. The people we trust with that important talk can let us know we are not alone.

- Fred Rogers



Two Scripts for Managers

1. Team Meeting Script:

“I want you all to know that if you are struggling with a personal issue, and it’s impacting you on the job, I am open to hearing about it. If I know what’s going on, there’s a better chance that I can help, either by shifting some things around to make things more manageable for you, or by connecting you with helpful resources. The best way to get some time with me is “



Two Scripts for Managers

2. One on one script

“I’ve noticed some changes in your work recently. [Describe changes specifically, concretely, and behaviorally.] Is there anything you want to share? I don’t want to pry. At the same time, anything you share could help me help you.”



Confidentiality

- It's not advisable for managers to promise confidentiality in advance.
- Managers may have a duty to share information about:
 - Potential harm to the employee or his colleagues
 - Discrimination and harassment
 - Violations of company policies
 - Etc., etc.



3

Express Empathy



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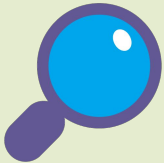
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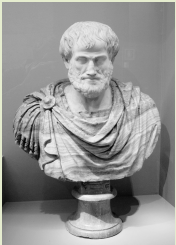
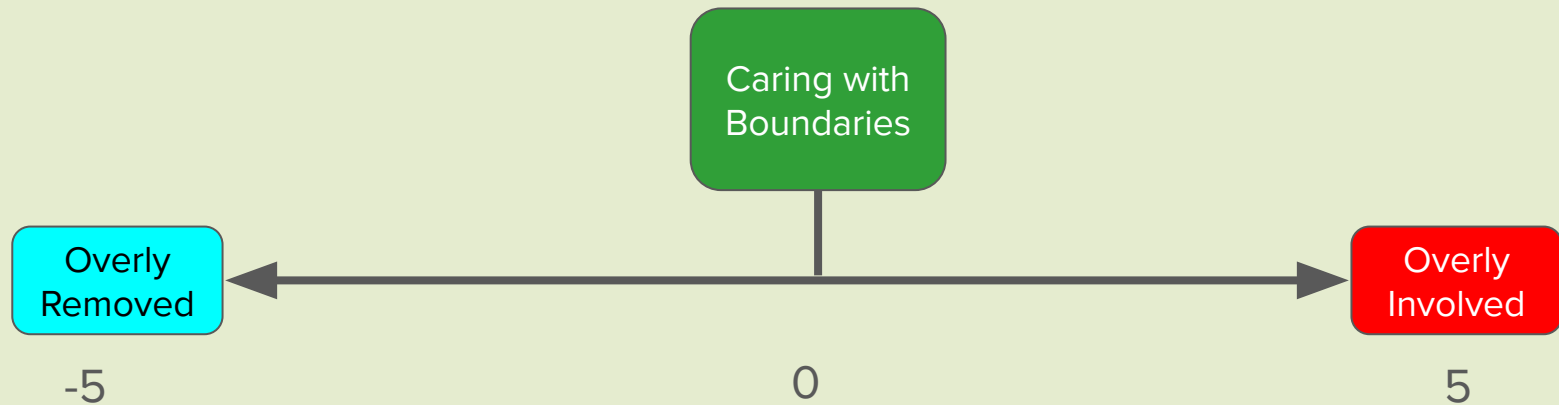
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Express Empathy



Every virtue is a mean between two extremes. - Aristotle

4 Steps to Expressing Empathy

1. Listen

2. Guess

3. Clarify

4. Validate

Effective Training for Managers

- Includes initial group building exercises to increase trust and make the container strong to talk about difficult topics.
- Action-oriented learning.
- Customized to the workplace culture and the particular struggles managers are facing.





What's Next?

1. Bite-Sized Action
2. Imagine ...
3. Support System





"The happiest people
are those who invested
their time in others."

- John Maxwell

