



# Mindful Manager

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## Today's **Agenda**

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- Context – mental health in the workplace and why it's important
- Mindful Manager
- Lived Experience

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# Context – What is Mental Health?

Why is it important for employers?

*[Mental health is] a state of well-being in which every individual recognises his or her own **potential**, can **cope** with the normal stresses of life, can work productively and **fruitfully**, and is able to make a **contribution** to her or his community.*

A solid purple circle containing a white double quotation mark, positioned centrally below the main text. A thin vertical line extends downwards from the bottom of the circle.

“

## Mental health spectrum



A horizontal spectrum diagram consisting of four overlapping arrow-shaped segments pointing to the right. The segments are colored from left to right: green, yellow, orange, and red. Each segment contains a white text label.

healthy

coping

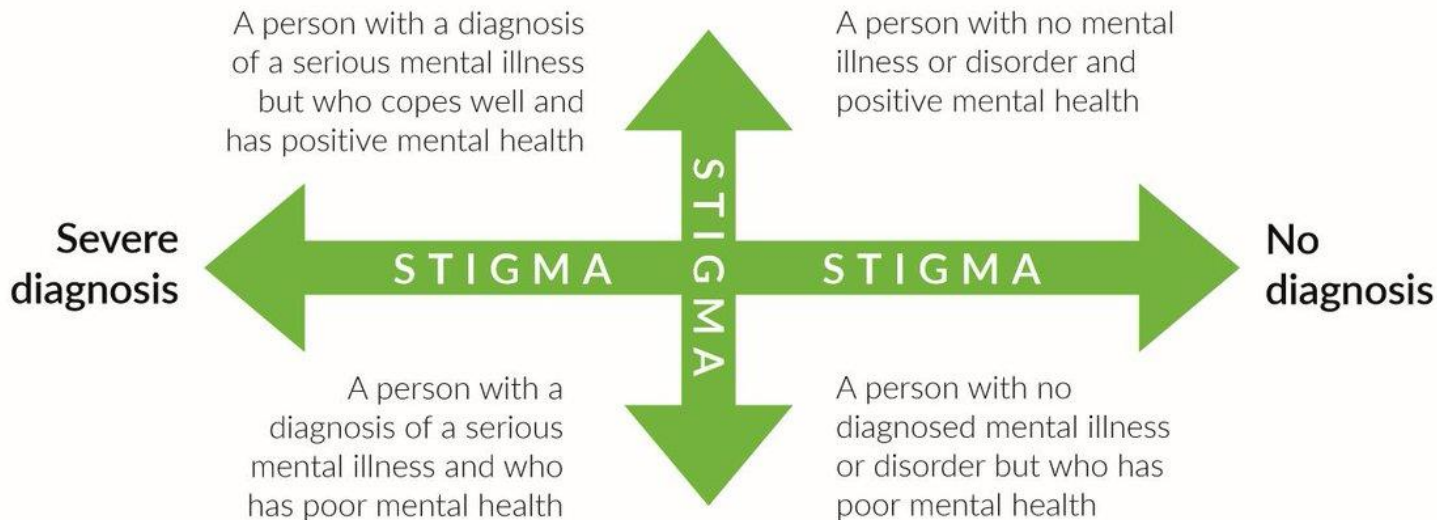
struggling

unwell

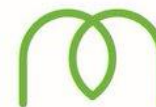
No absolutes

Maximum mental wellbeing/fitness

The continuum . . .



Minimum mental wellbeing/fitness



MHFA England

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# The Prevalence of Mental Ill Health and What It Means for Businesses

What is the impact?

The CIPD's twentieth annual survey, in partnership with Simplyhealth, explores trends and practices in health, well-being and absence management.

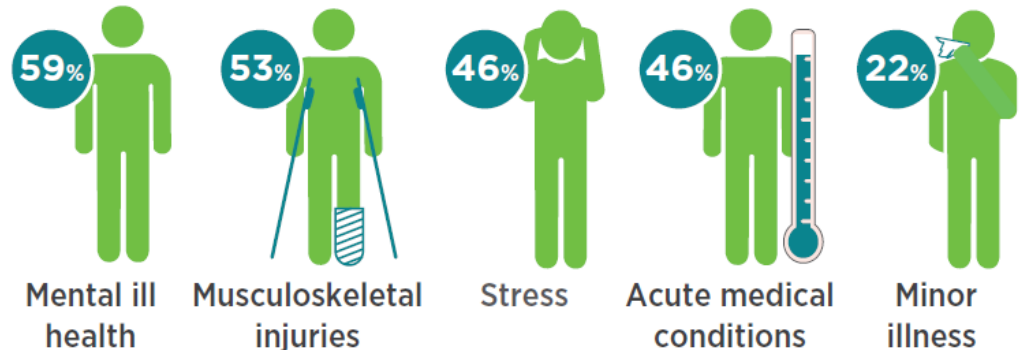
## Sickness and absence

Sickness absence has fallen to an all-time low, **5.8 days** per employee, per year but...

- 89% of respondents have seen 'presenteeism' (working when unwell)
- 73% have seen 'leaveism' (e.g using holidays to work)
- Many organisations are uncertain how they can tackle these issues, with only a third (32%) taking steps to discourage these unhealthy practices

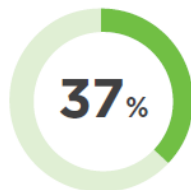
## Long-term absence

The most common causes are:

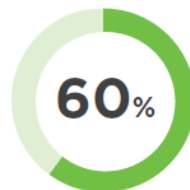




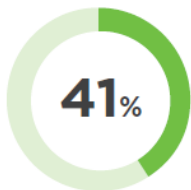
## Stress and mental health at work



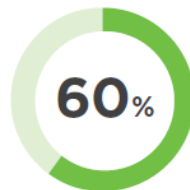
- 37% of respondents said that stress-related absence had increased in the last year



- 60% of respondents said heavy workload is the top cause of stress



- closely followed by management style (41% of respondents)



- 60% report an increase in common mental health conditions among employees



## Causes of **Work-Related Stress**

### **Role**

Do they understand what's expected of them?

### **Demands**

Are we asking too much?

### **Relationships**

Are their working relationships positive?

### **Change**

Has there been lots of change (e.g. staff, leaders, processes) in the workplace?

### **Support**

Have they received the right training, equipment, and coaching?

### **Control**

Is there any individual control over aspects of their work activities?



## Physical Health

- ⦿ Small talk, common topic
- ⦿ Common/relatable experiences
- ⦿ Generally happy to talk about
- ⦿ Very little stigma
- ⦿ Shared language



## Mental Health

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- ⦿ Stigma
- ⦿ Uncomfortable/awkward
- ⦿ Don't know what to say
- ⦿ Our own frame of reference
- ⦿ Upsetting



## What can we do?

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- ⦿ Positive culture towards mental health
- ⦿ Investment in workplace well being
- ⦿ Train staff – ensure they have the knowledge and language
- ⦿ EAP
- ⦿ Policy & strategies properly implemented

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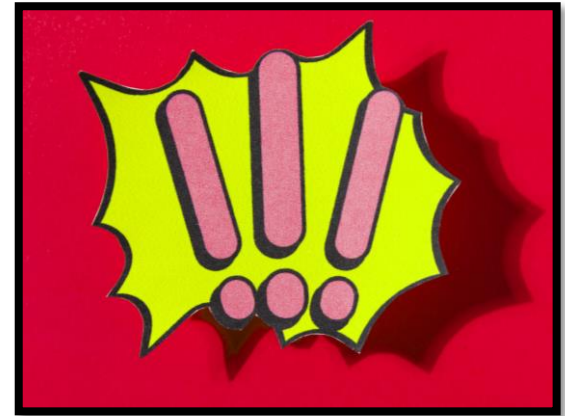
# The Mindful Manager Model

How can an employer support an employee experiencing mental health difficulties?



## What Mindful Manager is **NOT**

- Qualifying you as counsellors or psychotherapists
- Enabling you to diagnose mental illnesses
- Making you medically qualified to support staff
- Giving you the ability to tell “real” cases from “fake” cases



**Listen**

**Ask**

**Support**

**Signpost**

**Mindful** *Manager Model*







## Case Study **One**

- Employee A has been employed by the company for several years, they manage a large budget and a large team. Employee A has very little interaction with their manager. There are several ongoing issues which Employee A has raised repeatedly with their manager. 1:1 meetings are cancelled and postponed regularly.

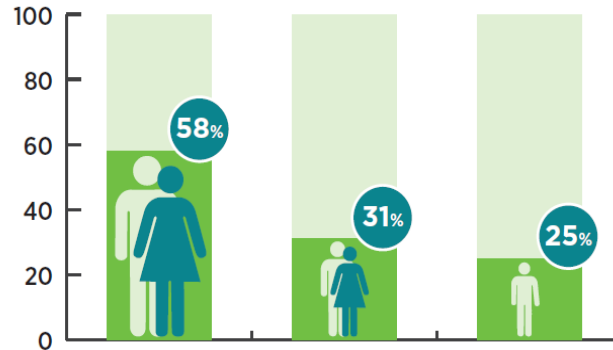
*How does Employee A feel when 1.1 meetings are not prioritised? What message does that send?*

*Just because Employee A can manage with little support does that mean they should have to?*

## Talking About Mental Health



Line managers and well-being



- 58% of people professionals think line managers are bought into the importance of well-being
- 31% think managers can have sensitive discussions and signpost to expert help
- 25% of managers can spot the early warning signs of mental ill health



## **Approaching** Colleagues and Staff: Using the Mindful Manager Model

### **How are you feeling?**

Genuinely how are you feeling? Eye contact is important and be prepared to listen actively.



### **Clarify why you're asking.**

I've noticed a change from your usual behaviour. Is everything ok?

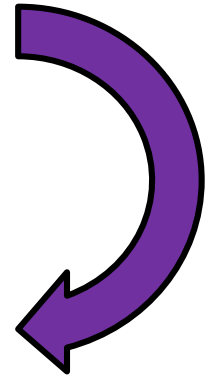
### **Signposting**

Have you sought help from your GP?



### **Offering your help**

Is there anything I can do to help?





## Approaching Colleagues and Staff: Tips



- Hold the meeting in a suitable area with limited potential for outside interruption
- Give undivided attention and listen actively with good eye contact
- Don't fidget/shift excessively
- Speak calmly
- Don't pre-judge or be judgemental
- Ensure confidentiality\*



## Approaching Colleagues and Staff: Tips



- Be empathetic and show understanding
- Focus on the person, not the problem
- Avoid closed questions – open and listen
- Encourage the employee to do the bulk of the talking
- Be patient and prepared for silences
- Follow up in writing to ensure you're both on the same page



## Reasonable **Adjustments:** Examples

- Flexible working
- Increased supervision/one-to-ones
- Changes to working environment (e.g. more natural light, less noise)
- Temporary changes (e.g. changing balance of desk work and customer-facing work)





## Returning to Work

- Prioritise the meeting
- Apply Mindful Manager (LASS)
- Welcome them back and ask how they're feeling
- Ask the employee if they have any concerns about returning and how they want to handle the return
- Planned check ins/emails, how often?
- Consider phased return
- Look into reasonable adjustments and other supports if necessary



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# Keeping Ourselves and Others Well

The Take 5 Model and signposting





Connect

## Connect

Connect with the people around you: family, friends, colleagues and neighbours at home, work, school or in your local community. Think of these relationships as the cornerstones of your life and spend time developing them. Building these connections will support and enrich you every day.



Be active

## Be active

Go for a walk or run, cycle, play a game, garden or dance. Exercising makes you feel good. Most importantly, discover a physical activity that you enjoy; one that suits your level of mobility and fitness.



Take notice

## Take notice

Stop, pause, or take a moment to look around you. What can you see, feel, smell or even taste? Look for beautiful, new, unusual or extraordinary things in your everyday life and think about how that makes you feel.



Keep learning

## Keep learning

Don't be afraid to try something new, rediscover an old hobby or sign up for a course. Take on a different responsibility, fix a bike, learn to play an instrument or how to cook your favourite food. Set a challenge you will enjoy. Learning new things will make you more confident, as well as being fun to do.



Give

## Give

Do something nice for a friend or stranger, thank someone, smile, volunteer your time or consider joining a community group. Look out as well as in. Seeing yourself and your happiness linked to the wider community can be incredibly rewarding and will create connections with the people around you.



## Signposting and Resources: External

- GP/HSCNI
- Lifeline (0808 808 8000)
- Voluntary sector organisations
  - [amh.org.uk](http://amh.org.uk)
  - [mind.org.uk](http://mind.org.uk)
  - [equalityni.org](http://equalityni.org)
  - [familysupportni.gov](http://familysupportni.gov)
  - [drugsandalcoholni.info](http://drugsandalcoholni.info)



# Thanks!

Any **questions?**

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