



AIR MENZIES INTERNATIONAL  
People. Passion. Pride.

# THRIVING AT WORK

Creating and sustaining a psychologically safe workplace

# Just in case

The content included in this session makes references to examples of poor mental wellbeing and discusses suicide (not methods). You may find some of the material makes you feel uneasy.

If you find any aspect of this session causes you distress in anyway, please ensure you speak with someone you trust as soon as possible.

For online support please visit The Jordan Legacy's website Help/Resources website page at <https://thejordanlegacy.com/resources/>

You may also want to speak with:

- Your local HR support team member
- The Employee Assistance Programme (EAP) via the Wellbeing Hub (Intranet)
- Your line manager
- A trusted personal contact





# Steve Phillip

- 30+ years as a successful consultant, trainer, coach and speaker
- Worked with FedEx, Honda, Harley Davidson, Deloitte, Toyota, British Red Cross, Portakabin, AXA and other large companies and SME businesses, as well as Oxford Brookes University & many other Universities, Colleges and Business Schools
- March 2020 founded The Jordan Legacy CIC – Mission to engage with businesses and local communities to educate, collaborate and work toward achieving a Zero Suicide Society
- Working with: The RAF, Government departments including; DHSC, the Cabinet Office, Home Office, MOD, North Yorkshire Police, Highways England.....



# Paul Vittles

- Research Fellow, consultant, coach, and counsellor, specialising in mental health & suicide prevention since 2013, now a partner with The Jordan Legacy
- Worked with the Mentally Healthy Workplace Alliance in Australia to establish a national framework for workplace wellbeing
- Worked with SuperFriend in setting up the 'Indicators of a Thriving Workplace' Monitor in 2015, now an annual survey
- Workplace Wellbeing Adviser for one of Australia's largest employers
- Since returning to the UK in 2019, worked with the Zero Suicide Alliance, curated and run national events on workplace wellbeing and suicide prevention



1 in 4 people  
experience a  
mental health  
issue each  
year

## A 2021 study by Champion Health UK

- Half of all workers are currently feeling fatigued
- 60% are feeling anxious and just over half feeling low in mood
- 18% are reporting a current mental health diagnosis
- 21% report that poor mental health is affecting their work
- The 25-34 age bracket is disproportionately affected by anxiety and depression
- Female employees are 3x more likely to seek mental health help
- Male employees are still reluctant to seek help
- Forbes (2020) reports that 1-in-12 employees are experiencing suicidal thoughts



# Jordan's story





# Mental health and employers

## Refreshing the case for investment

Deloitte January 2020

- Cost to UK employers of poor mental health in the workplace is £45 billion; absenteeism £6.8Bn / Presenteeism £26.6-£29.3 Bn / Turnover costs £8.6Bn
- A recent Mental Health At Work Report found that only 49% of employees feel comfortable talking about their mental health with their line manager
- Areas of focus should include, tackle the stigma surrounding mental health issues, increase awareness, provide adequate training for employees
- Investing in employee mental health has proven to provide a £5 return for every £1 invested

Making the  
business  
case for  
employee  
wellbeing



we must all learn how to....

- understand the impact of poor mental health on ourselves and others
- recognise the signs of poor mental health in ourselves and others
- introduce strategies and actions to support ourselves and others

Employee  
wellbeing is  
all our responsibilities

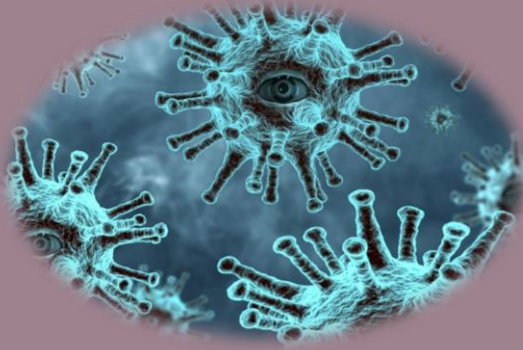


**Mental Health**

Mental Health

We all have  
mental health  
Sometimes we  
have good  
health and  
sometimes it's  
not so good

# Covid -19 Impact



Loss of reason to live

Loss of freedom – lockdown

Sense of hopelessness / entrapment

Living at work

Sense of no end in sight to Covid

Not taking proper breaks

Job uncertainty

Remote working/lack of socialising

Illness: yourself or others

Loneliness

Bereavement / unable to attend funerals / grief



'An individual with good mental wellbeing is able to:

- feel relatively confident in themselves and have positive self-esteem
- feel and express a range of emotions
- build and maintain good relationships with others
- feel engaged with the world in general
- live and work productively
- cope with the stresses of daily life, including work-related stress
- adapt and manage in times of change and uncertainty.'

## Definition of mental wellbeing



IT'S ABOUT  
CREATING  
PSYCHOLOGICALLY  
SAFE  
WORKPLACES



# An employee with good mental health



- High self-confidence
- Copes well with change
- Responds well to stressful situations
- Productive at work
- Engages well at home
- Communicates well at work and socially

# An employee with poor mental health.



- Lacking in confidence
- Low energy levels
- Low mood
- Things get on top of you regularly – feeling overwhelmed
- Prefer not to engage with others at work or/and at home
- Unhealthy behaviours – drinking, gambling, participating in risky activities, poor sleep hygiene

Understanding  
mental health..

And how to  
spot the signs  
you're not ok





# Mental Health Spectrum

- **Mental illness** – Stress, Anxiety, Depression, Burnout
- **Eating disorders** – Anorexia nervosa, Bulimia nervosa, Binge Eating Disorder (BED) , Orthorexia (relatively new)
- **Psychosis** – losing touch with reality
- **Bipolar** – a combination of depression and mania
- **Personality disorders** – “odd” or “eccentric” behaviours – difficulty relating to others
- **Gender dysphoria** – feeling a mismatch with their gender identity and their assigned gender at birth
- **Substance misuse** – drugs, alcohol
- **Women - Menopause** – mood changes, irritability, poor sleep, depression



- Stress is not a mental disorder – it's our body's response to a demand or threat
- Without any stress, we do not perform and fall short of our potential
- Natural to feel worried, tense or afraid sometimes, particularly during a pandemic
- Becomes a problem when stress starts to affect your normal daily life
- Considered a mental disorder if symptoms and effects **last longer than 2 weeks**
- 74% of UK adults feel overwhelmed or unable to cope with daily life due to feelings of stress – (Mental Health Foundation 2018)

# Stress –

human brains are not wired to cope with long periods of stress, only sharp, short bursts

# STRESS – SPOTTING THE WARNING SIGNS

<b>Emotional</b> <ul style="list-style-type: none"><li>• <b>Tearful, angry, frustrated</b></li><li>• <b>Anxious or nervous</b></li><li>• <b>Low confidence / self-esteem</b></li><li>• <b>Emotional outbursts</b></li><li>• <b>Sensitive to criticism</b></li><li>• <b>Low mood</b></li></ul>	<b>Cognitive</b> <ul style="list-style-type: none"><li>• <b>Low concentration</b></li><li>• <b>Irritability</b></li><li>• <b>Fatigue</b></li><li>• <b>Thoughts racing</b></li><li>• <b>Impaired memory / Indecisive</b></li><li>• <b>Regularly making mistakes</b></li></ul>
<b>Physical</b> <ul style="list-style-type: none"><li>• Headaches</li><li>• Muscle tension</li><li>• Palpitations</li><li>• Tiredness</li><li>• Excessive sweating</li><li>• Skin irritation / rashes</li><li>• Chest pains</li></ul>	<b>Behavioural</b> <ul style="list-style-type: none"><li>• Social withdrawal</li><li>• Change in appetite</li><li>• Excessive alcohol intake</li><li>• Poor sleep</li><li>• Nail biting</li><li>• Restlessness</li><li>• Tearful /crying</li><li>• Not achieving targets</li></ul>

# Anxiety

- Feel worried, threatened, tense or afraid
- Feelings can range from mild to severe
- We often worry about things in the future
- Becomes a problem if persistent and lasting longer than 2 weeks / impacting on daily life
- Characteristics: over-estimating the danger / under-estimating ability to cope
- Anxiety, unease and worry persist throughout the day



- Mixed anxiety and depressive disorder
- Generalised anxiety disorder (GAD)
- Post-traumatic stress disorder (PTSD)
- Phobias
- Obsessive compulsive disorder (OCD)
- Panic disorder
- Social anxiety disorder

# Anxiety Types –

estimated that 8.2 million people in the UK have an anxiety disorder

# ANXIETY – SPOTTING THE WARNING SIGNS

<b>Emotional</b> <ul style="list-style-type: none"><li>• <b>Distress / panic</b></li><li>• <b>Dread /tearful</b></li><li>• <b>Nervous</b></li><li>• <b>Overwhelmed</b></li><li>• <b>Uneasy / frustrated</b></li><li>• <b>On edge</b></li></ul>	<b>Cognitive</b> <ul style="list-style-type: none"><li>• <b>Forgetfulness</b></li><li>• <b>Lack of concentration</b></li><li>• <b>Inability to stay on task</b></li><li>• <b>Irritability</b></li><li>• <b>Hopelessness / Pessimism</b></li><li>• <b>Low confidence</b></li><li>• <b>Worrying thoughts</b></li></ul>
<b>Physical</b> <ul style="list-style-type: none"><li>• Shortness of breath</li><li>• Heart palpitations</li><li>• Dry mouth</li><li>• Nausea</li><li>• Muscle tension</li><li>• Dizziness / Panic attacks</li><li>• Pins and needles sensations</li></ul>	<b>Behavioural</b> <ul style="list-style-type: none"><li>• Poor sleep /Lack of appetite</li><li>• Restlessness</li><li>• Absence</li><li>• Social withdrawal</li><li>• Withdrawal from hobbies</li><li>• Avoidance behaviour</li><li>• Risky behaviour e.g. excessive drinking</li></ul>

# Depression

the leading cause of ill health worldwide (World health organization 2018).

- A cluster of symptoms: persistent feelings of sadness or lack of interest or pleasure. Low mood, feeling hopeless, lacking energy
- At its most severe, it can lead to thoughts of wanting to end your life
- Different to feeling unhappy or sad for a few days – it's a clinical condition which can last weeks, months or even years
- Depression can negatively impact on how someone thinks, feels and acts

# Depression – SPOTTING THE WARNING SIGNS

<b>Emotional</b> <ul style="list-style-type: none"><li>• <b>Tearful</b></li><li>• <b>Persistent low mood or sadness</b></li><li>• <b>Lack of enjoyment in life</b></li></ul>	<b>Cognitive</b> <ul style="list-style-type: none"><li>• <b>Hopelessness /feelings of guilt</b></li><li>• <b>Low motivation</b></li><li>• <b>Indecisive / Isolation</b></li><li>• <b>Suicidal thoughts</b></li><li>• <b>Dwelling in the past</b></li><li>• <b>Low self esteem / self loathing</b></li></ul>
<b>Physical</b> <ul style="list-style-type: none"><li>• Weight loss</li><li>• Fatigue</li><li>• Speaking slower than usual</li><li>• Low sex drive</li><li>• Aches and pains</li></ul>	<b>Behavioural</b> <ul style="list-style-type: none"><li>• Disrupted sleep</li><li>• Changes in appetite</li><li>• Under-performing at work</li><li>• Avoiding people, social activities and hobbies</li><li>• Self harm</li><li>• Sedentary for long periods</li></ul>



- A person feels totally drained and unable to accomplish anything useful
- Burnout comes on slowly and can initially be seen as simply tiredness due to long hours or over-work
- Burnout does not disappear when you send someone home to recharge for the weekend-this might actually be a dangerous course of action

# Burnout

– a state of emotional, physical and mental exhaustion arising from long-term ignored stress

# Burnout – SPOTTING THE WARNING SIGNS

<b>Emotional</b> <ul style="list-style-type: none"><li>• <b>Similar symptoms to depression</b></li><li>• <b>Changes in behaviour</b></li><li>• <b>Depersonalisation – feeling that you're watching a movie of yourself</b></li><li>• <b>Inner emptiness</b></li></ul>	<b>Cognitive</b> <ul style="list-style-type: none"><li>• <b>Conflict with or reassessment of own values</b></li><li>• <b>Unable to concentrate or perform relative simple cognitive actions</b></li></ul>
<b>Physical</b> <ul style="list-style-type: none"><li>• Neglecting own needs</li><li>• Consistent health problems</li><li>• Withdrawal from any social interaction</li><li>• Interpersonal problems at work and/or at home</li></ul>	<b>Behavioural</b> <ul style="list-style-type: none"><li>• Compulsion to prove oneself</li><li>• Working harder and longer hours</li><li>• Pre-occupied with work, even when at home</li><li>• Work performance tends to slip</li><li>• Denial of emerging behaviours</li><li>• Becoming more cynical or frustrated with work of people</li></ul>



# Absenteeism

The most common measurement used by HR and occupational health managers to identify ill health in the workplace.

This measure is too late – companies must become more proactive in creating healthy workplaces and identify much sooner when employees are experiencing poor mental health in particular.

Costing UK businesses almost £7 billion p/a

# Absenteeism



# Presenteeism

The act of staying at work longer than usual to show that you work hard and are important to your employer



Financial impact on your company likely to be 3 X rate of absenteeism (Deloitte report 2019). Costing UK businesses almost £30Bn

Causes:

- Didn't think illness was bad enough to warrant a day off
- Workload too great
- Not wanting to hand over important work to colleagues
- Worried about financial implications
- Job insecurity
- Stigma of a mental health illness / possible lack of understanding by manager

# Presenteeism



# Leaveism

The act of working when on holiday or out of contracted working hours

Study by Mental Health Foundation and LinkedIn in 2020 found employees working from home during lockdown were:

- Taking on additional workloads due to colleagues being furloughed or made redundant
- Having to juggle work and home life – particularly if working remotely
- Experiencing E-presenteeism – must be available online for colleagues
- Putting in an average of 28 hours extra work per month since lockdown measures introduced
- 86% said working from home was having a negative impact on their mental health

“Staff working from home are at a greater risk of burnout”

# Leaveism



LET'S TAKE A 5 MINUTE  
COMFORT BREAK







# Stigma

## What type of issues create stigma?

- Others not understanding mental illness, assumptions and historical paradigms
- Certain cultural backgrounds where mental illness and suicidal distress are shunned or not supported
- Feeling that you're different – each year, a quarter of people in England have some kind of mental illness
- Your own perception and fear of how others might react and respond if they knew

Stigma – we must start to view mental health as we do physical health

90% of people with a mental health disorder experience stigma



# Supporting poor mental health



# 4 ways to support someone with poor mental health

1. Engage
2. Seek to understand
3. Support
4. Signpost

# Engage



- If you witness unusual behaviour or signs of stress, you should approach
- During periods of lockdown/remote working any approach is most likely to be online – ensure they are free to speak openly
- You should approach the conversation confidently (not too forcefully) and display concern in your non-verbal and verbal manner
- Ask open questions and then importantly, LISTEN!
- **Important!** – Ask How are you doing? Then ask the question again

# Seek to understand - and do not.....

- lead or push your agenda onto the conversation ✗
- try and diagnose the problem or suggest what the problem is ✗
- be judgemental - avoid any bias or pre-judgements you may have in your mind ✗
- give any unsolicited advice ✗
- ✓ Show you're genuinely listening; maintain steady eye contact, occasionally repeat back important points





# Support (Non-crisis situation)

Assess the situation first

- Encourage the person to talk
- Understand how you can best support them
- Ask, how they would best like to move forward?
- If they say they don't know how to move forward, simply say; "I understand but if you did know, what would be one thing you might want to consider?"
- Ask how you can be of most support to them?



# Provide support by applying A.I.D & T.E.D

- **Activity** - "I've observed that you're doing/not doing this lately"
- **Impact** - "I've noticed how this is impacting on (describe behaviour)"
- **Desired outcome** - "How can I best help you?"
- **Tell (me)** – how you're really feeling
- **Explain (to me)** what you're experiencing
- **Describe (to me)** how this is impacting on you

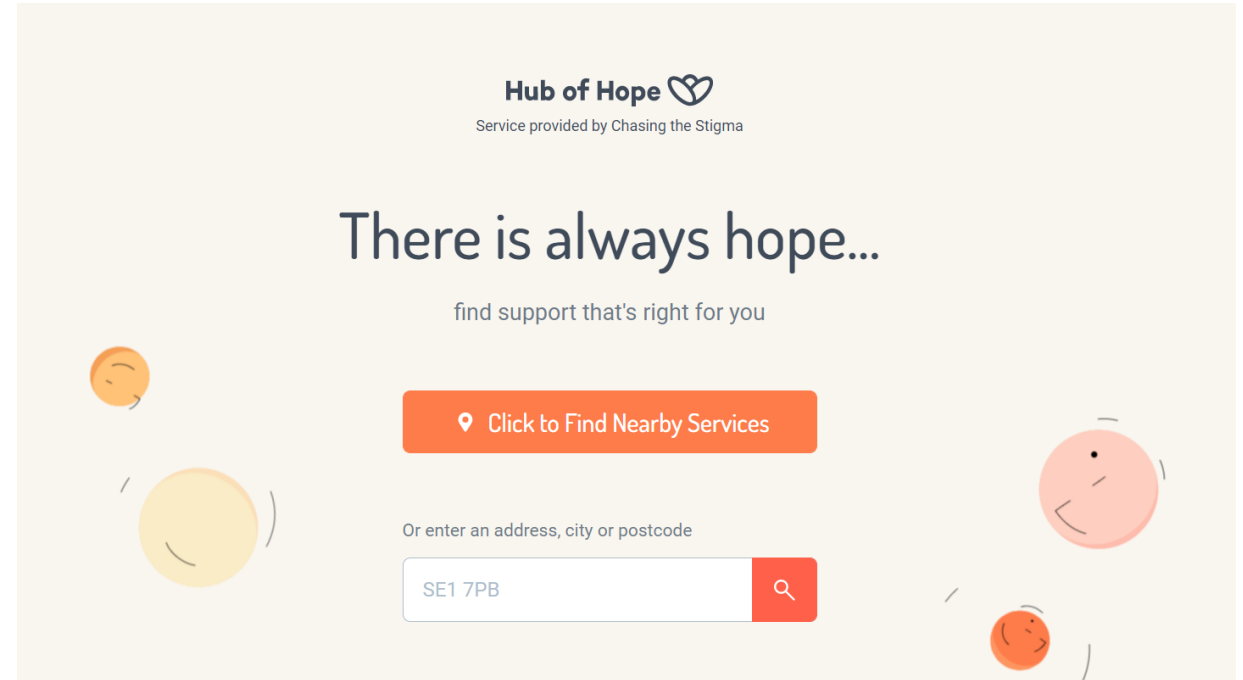


# Signpost -

If someone has been struggling for a period of more than 2 weeks, then external support is strongly recommended

Ask:

- Have they seen a medical professional?
- Are they receiving any form of treatment, medical, counselling etc?
- Who are they talking to?





# Signpost -

When signposting, there are a number of options which can be suggested:

- "Have you considered contacting your GP?"
- "Who in your family or circle of friends would you be most comfortable discussing this with?"
- "I can provide you with some suggestions of helpful professional services you could approach (see link below)"

[Please click this link](#) to go to the Resources page of The Jordan Legacy website



# Caring for Your mental wellbeing



# Looking after your own wellbeing

- Improve your sleep hygiene – regular bedtime, remove mobile phone, cool bedroom
- Reduce or eliminate risky behaviours – gambling etc
- Minimise TV news and social media consumption
- Maintain and plan social connection/Zoom/phone/walking
- Reduce sedentary behaviour – the amount of time you're seated – move around every 30-minutes
- Exercise – outdoors when possible – aerobic (walking, jogging, cycling)
- Diet / Nutrition – fewer takeaways, more fruit and veg, less alcohol
- Hydration - drink plenty of water
- Make time for yourself / practise mindfulness / read





Create  
the right  
culture



# Creating and sustaining a wellbeing culture

- Managers to develop strong emotional skills (EQ)ls
- Ensure training in how to have difficult conversations
- Post-covid, focus more on individual employee needs
- Ensure regular channels of communication, especially with remote workers
- Create the right physical and mental wellbeing environment: encourage reduced sedentary time, ensure employees can easily access good hydration and nutrition
- Conduct regular forward looking employee progress meetings – review and discuss employees' whole world of work
- Consider introducing Wellbeing Improvement Teams
- Implement data-driven employee health assessments
- Conduct regular 'Pulse checks'
- Ensure HSE legislation compliance – conduct regular [Work Stress Risk Assessments](#)
- Ensure HR policies and procedures include safeguarding of potentially vulnerable employees – how is 'bad news' managed?
- Clear sign posting to your EAP, MHFA's, local HR contacts and external support services and websites – explain what they offer, why they're there, how to access



# Useful Mental Health Support Contacts

- [The Jordan Legacy CIC](#) mental health and suicide prevention website
- [Samaritans](#) – if struggling with your mental health or in crisis
- [Mind](#) – UK's national mental health charity
- [Hub of Hope](#) – website with signposting to mental health practitioners locally
- If not UK-based, check out what key resources and supports available where you are.



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What do you believe  
needs to change to  
create and sustain a  
psychologically safe  
workplace







For more information  
about  
the Jordan Legacy CIC  
Please visit

<http://www.thejordanlegacy.com>