Leading Mental Well-Being

TOOLKIT

By Laura Putnam, MA
CEO, Motion Infusion
Author, *Workplace Wellness that Works*

Prepared for & with:

INGAA FOUNDATION

Tackling Mental Health Together

UPSTREAM

ORGANIZATION

LEAD

Step 1: It Starts with You
Top leaders set the tone for mental well-being across the organization. Collaborative leadership styles build stronger bridges.

Step 2: Culture First
Creating a culture that values and supports mental well-being for everyone goes the distance. Asking individuals to bear the burden is only a short-term fix.

MIDSTREAM

TEAM

EMPOWER

Step 3: Oasis of Well-Being
Mental well-being begins with overall health and well-being. Good team leaders create positive work environments to make well-being a way of life within the team.

Step 4: Safe Harbor
When teams feel psychological safety, performance increases and safety incidents decrease. Individuals also are more likely to step forward when they're in distress.

DOWNSTREAM

INDIVIDUAL

RESPOND

Step 5: One Conversation at a Time
Everyone needs to be on the ready. We should know the warning signs of someone at risk, be willing to have a conversation, and then commit to following up.

**Mental health.
Our most important natural resource.**
Scan the QR code to access our Mental Health Resource Page.

INGAA FOUNDATION

motion infusion

Tackling the Mental Health Crisis Head-On

Self-care singlehandedly won't fix burnout. Hotlines alone won't stop suicides. It's not enough to just offer resources, perks, and programs. The mental health crisis is a problem that we need to solve *together*. This toolkit, organized around an upstream-midstream-downstream framework, provides a strategic roadmap to meaningfully tackle mental health head-on. The premise is one that you are all familiar with: Solving a problem *upstream* can prevent a thousand problems *downstream*.

Welcome to your Toolkit, brought to you by Motion Infusion in partnership with the INGAA Foundation.

Lead (Upstream): Focus on the organization
It's the organization's top leaders (aka, "Trendsetters") who play a key role in these first two steps.

Step 1: It Starts with You
Top leaders can begin the conversation about mental well-being to help destigmatize mental health. In addition, they can reflect on their leadership style and how that might be impacting the mental well-being of the people they lead. To uplift others, leaders need to focus on their "daily touchpoints."

Step 2: Culture First
Culture is the "make or break" influencer of employee mental well-being. Hint: It's less about the people, and more about the workplace itself. Applying lessons learned from safety, every company needs a culture of mental well-being. By definition, this calls for systemic changes – not just individual changes.

Empower (Midstream): Focus on the team
Team leaders (aka, "Permission Givers") are the critical players in these next two steps.

Step 3: Oasis of Well-Being
Holistic well-being is foundational in safeguarding mental health. When a workforce is thriving, so is the organization. Every manager can build an Oasis of Well-Being within the team by modeling well-being, talking about it, and creating a team culture that makes well-being an integral part of the daily routine.

Step 4: Safe Harbor
Every manager can create a Safe Harbor within the team. Especially in a high-risk environment, psychological safety is paramount. Moreover, it's foundational in ensuring team performance, as well as increasing the likelihood that team members will step forward if they are in distress.

Respond (Downstream): Focus on the individual
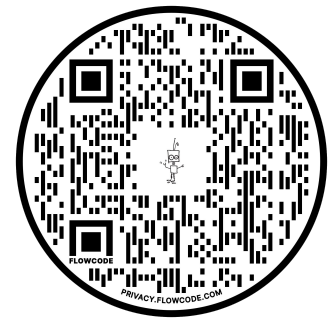We all can play a role in being ready to respond on a one-to-one level.

Step 5: One Conversation at a Time
We all have a role to play in ensuring that we are ready to respond. This means knowing the warning signs of someone in need and then feeling confident to engage that person in a conversation. This is not a "one and done;" follow-up is key. Let's make sure that no one is left behind.

Leading Mental Well-Being
Toolkit

motion infusion

We All Have A Role To Play

We all have a role to play, but depending upon where each of us is positioned, these roles look different. It's about engaging the right people in the right way.

Which one are you? **Scan the QR code to take the quiz** →

Trendsetters You are the top leaders within the organization (C-suite, VPs, directors, department heads, etc.). You set the tone by virtue of your leadership style and you are the one positioned to set strategic direction, enact policies and allocate resources.	**Permission Givers** You are the managers, supervisors, team leaders. When it comes to the day-to-day behaviors related to engagement with work, well-being & mental health, you are uniquely positioned as key influencers on the team level.
Activators As HR, benefits, wellness, learning & development leaders, you are the ones designated to design, deliver and/or oversee the mental health and well-being programs and resources for employees, at all levels, across the organization..	**Self-Starters** You are the individual contributors, employees, workers. Typically, mental health and well-being programs and resources are directed toward you. You are the ones driving peer-to-peer influence and support.

Here are role-specific questions to consider as you move through the toolkit:

Trendsetters What are the messages and signals that you are delivering around mental health? How are you devising policies to address root causes of employee mental distress? Are you empowering your managers to support mental well-being within their teams?	**Permission Givers** Are you talking about your own mental well-being, sharing struggles as they happen? Are you curating norms that support mental well-being within the team? Do you know what to do if one of your team members may be at risk?
Activators What resources are you providing and how are you encouraging people to actually use them? Are you training leaders, especially managers, to lead mental well-being?	**Self-Starters** Are you using your company's mental health and well-being resources? Are you encouraging coworkers to engage with these programs and resources?

HOW TO USE THE TOOLKIT:

If you are an **Activator**, please guide the different groups in using the toolkit, as indicated below.

If you are a **Trendsetter**, start at Step #1.

If you are a **Permission Giver**, start at Step #3.

If you are a **Self-Starter**, start at Step #5.

A Snapshot Of Where We Are

One Sunday afternoon, a pipeline construction worker named Frank was at home with his family and suddenly felt like he couldn't breathe. "It felt like someone was sitting on my chest," he described. Frank was having a anxiety attack. "It was one of the worst things I ever went through." But even though he was suffering, at work he "sucked it up." This story, of course, is not unique. It is a microcosm of what's happening more broadly. We are facing an epidemic of loneliness. Burnout, depression and anxiety have become commonplace. Suicide rates are spiking. Men, in particular, are getting hard hit.

> **FACTS YOU SHOULD KNOW:**
>
> Suicides in the US rose by a shocking 30 percent between 2000 and 2016. (CDC)
>
> Rates of suicide have continued to rise, with 2022 the highest on record. (KFF)
>
> Men account for 69% of all suicides. (American Foundation for Suicide Prevention)
>
> One man dies by suicide every minute of every day. (WHO)
>
> Men account for 70% of all deaths by drug overdose. (CDC)

Here's a list of some of the leading factors that are contributing to the crisis within this industry:

Demographics: Mostly men (9 out of 10 construction workers), mostly white (6.5 out of 10), mostly middle-aged, a lot of veterans (1.5 of every 10 construction workers). Veterans are 50% more likely to die by suicide than the general population. Suicide rates are highest amongst white, middle-aged men. (CDC)

Nature of the Work Itself:

- **Physically-demanding work:** Repetitive, difficult tasks for long periods of time
- **High-risk work:** Risk-taking work environments, ready access to lethal means
- **Instability:** Job insecurity; frequent changes in coworkers, tasks and job sites
- **Schedule:** Shift work, irregular and long hours, hectic travel, away from home
- **Unforgiving culture:** Tough-person culture, high pressure to do jobs quickly, social isolation

Factors Outside of Work: World events, societal polarization, weather, family and marital stability

Upshot: We've got a tinder box. All of these factors, in combination, create high psychological demands and stress upon workers. In turn, this often leads to substance abuse to self-medicate physical, psychiatric, or emotional pain. This self-medication can then be a precursor to suicide or suicide attempt.

> **FACTS YOU SHOULD KNOW:**
>
> The suicide rate for construction workers is the second highest of all industries. (CDC)
>
> 56 construction workers (out of every 100,000) die by suicide (compared with average U.S. rate of 12.93 individuals per 100,000). (CDC)
>
> The suicide rate amongst construction workers is 4+ times higher than the national average. (CDC)
>
> You're 5 times more likely to have a death by suicide, as opposed to a jobsite fatality. (CDC)

Leading Mental Well-Being
Toolkit

motion infusion

We All Agree that Mental Health Matters, But Most Efforts Fail

The mental health crisis is impacting everyone on a deeply personal level, and it is also having a devastating impact on every bottom line. Mental well-being, arguably, is the single biggest catalyst of success on individual, team and organizational levels. It is our most important natural resource.

Most company leaders agree. In fact, a recent McKinsey Health Research Institute study found that over 70% of company leaders, across 15 countries, identified employee mental health as a top organizational priority. Leaders are alarmed by the trends and they are talking about it. In many cases, they are investing heavily in employee resources and programs – from counseling to apps to crisis hotlines.

And, yet, employee burnout and other forms of mental distress persist. Suicide continues to rise. Why? Short answer: We're solving for the wrong problem. Up to now, the standard response to mental health issues has largely been one of (1) increasing awareness, (2) providing more resources for the individual to "catch" people before it's too late, (3) overcoming resistance to getting help (reducing the stigma). But what if this isn't working?

According to a growing body of evidence, it's not. More and more researchers, including ones at McKinsey, Gallup and other leading academic institutions such as Stanford and Harvard, have concluded that this strategy effectively solves for the wrong problem – the individual.

Of course, each of us can take measures to engage in more self-care, improving our well-being and boosting our emotional resilience. But, that's not enough. Instead, the emerging data reveals that the rise in employee mental distress is largely about the workplace itself – the broader company culture, the policies, the unsustainable work practices, the prevailing attitudes, the experience within the team.

So, who's the best person to solve for this? You guessed it – the leader. Specifically, top leaders, or Trendsetters, are the ones best positioned to tackle mental health head-on across the organization. On the other hand, managers, or Permission Givers, are the ones who are uniquely positioned to influence mental health and overall well-being within the *team*.

It's notable that one of the biggest gaps in addressing the mental health crisis is a lack of training for leaders. The Leading Mental Well-Being Training Series, and this toolkit, are designed to help fill that gap.

Get ready to **Lead** the organization, **Empower** teams, and **Respond** to individuals in need.

NOTE:

As you proceed through this toolkit, know that it is a summary and excerpt of the Leading Mental Well-Being 6-part training series. It would, of course, be impossible to replicate the full experience of that training in this toolkit. However, at Motion Infusion, we are here to help. We offer keynotes, leadership training workshops, and licensed content on how to build organizational cultures of well-being. More specifically, we do offer the Leading Mental Well-Being program, either as a full workshop series or as a condensed, licensed version. To learn more, go to www.motioninfusion.com.

LEAD

Let's start with a focus on the Organization.

TRENDSETTERS: START HERE.

Step #1: It Starts with You

"Check your emotions at the door" has been the longstanding norm. It's time for that to end. What has become exceedingly clear, especially in the natural gas transmission operating and construction industries, is that the spike in mental health issues is a problem that is simply too big to ignore. The first step in tackling mental health head-on is to recognize that It **Starts with You**. Your calls to action in Step #1 are to Begin, Reflect and Focus.

Begin the conversation by speaking openly about mental health, including your own.

The loss of celebrities like Anthony Bourdain have awakened us to the fact that NONE of us are immune. Not even someone who seemingly had it all. A first step to tackling the rising mental health crisis head-on is to begin talking about it, raising awareness and heightening urgency. Sharing your own stories and struggles, in a human way, can go a long way in destigmatizing mental health across the organization.

Reflect on your leadership style, as this impacts your workers' mental health.

There is an unmistakable link between leadership and well-being. A recent study has added a new twist: specific *styles* of leadership make a difference – for better or for worse. How you show up matters for the people you lead. Take a moment to reflect on your leadership style. Who do you want to be?

Focus on your daily touchpoints to uplift the people you lead.

When Doug Conant took over Campbell's Soup Company in 2001, the company's market share had just dropped in half, sales were declining, and lots of people had been laid off. Within 5 years, Doug had turned the company around. Within 9 years, the company was setting all-time records and racking up awards, including best place to work. Doug understood that the only way to turn around a company's performance was by turning around the culture.

How did he do it? On Day 1, he committed to being "tough on standards; tender hearted with people." He challenged himself to lift people up in every daily touchpoint – whether it was when he was passing by someone in the hallway, running a meeting, or picking up the phone. He created rituals like setting aside time *every day* to hand write thank you notes. It's estimated that he wrote over 30,000 of these during his tenure. Imagine the impact that must have had!

The most powerful way leaders can improve the mental health and well-being of their people is not through programs and initiatives but through their day-to-day actions. As Emma Seppala explains in a recent *Harvard Business Review* article, "Leaders set the tone for the organization, and their behavior determines whether interactions in their organization are characterized by trust, forgiveness, understanding, empathy, generosity, and respect."

What kind of tone are you setting across the organization? What leadership style are you embodying? And how might it be impacting the broader culture? Find out more on the next page.

motion infusion

EXERCISE

Use your **Leadership Cards** to reflect on your leadership style. Consider this a growth opportunity. The good news? We're all capable of becoming leaders who inspire health, happiness, and productivity.

- -

The Transformer: Inspiring and charismatic, the Transformer engages the team in expansive thinking. By focusing on the needs of others, this leader naturally motivates people to believe in what's possible.

The People Person: The People Person knows how to build relationships. Kind, supportive, and always respectful, this leader is a touchstone for others through times of change and uncertainty.

The Task Master: Performance-driven, the Task Master has a laser focus on meeting goals. This leader rewards those who accomplish job assignments and provides corrections for those who fall short.

The Absent Parent: The Absent Parent has a laissez-faire style that keeps everyone at arm's length. This leader often avoids making decisions and is reticent to take action.

The Destroyer: The Destroyer has no tolerance for mistakes. Quick to frustration and even aggression, this leader tends to blame others, sometimes resorting to mockery and dismissive language.

WRAP UP:

Begin. Mental health issues are on the rise in our industry. It's not enough to offer resources and hope that those who need them most will take advantage of them before it's too late. Rather, this is a topic that needs to be proactively addressed within teams and across the company, with leaders at the helm.

Reflect. Being a positive, nurturing leader is hard, especially when we're under pressure to meet metrics, drive revenue, and appear "in charge." The truth is, we all manifest these five leadership styles, depending on how we're coping with our own stressors. By starting to notice how we're "showing up" is the first important step to becoming a leader who fosters and encourages mental health for others.

Focus. Daily touchpoints are simple practices — but they can make a huge difference for the people in your organization. By focusing on the details like making eye contact, saying hello in the hallway or in the field, asking thoughtful questions and then truly listening, saying thank you, acknowledging others and sharing credit, or even smiling more can create a positive, happier environment for everyone.

Leading Mental Well-Being
Toolkit

motion infusion

Step #2: Culture First

While we often hear the expression that we are "creatures of habit," the truth is we are more likely "creatures of *culture.*" We tend to adopt the behaviors that are normalized within the culture we're "swimming in." This is why I urge leaders to consider that when it comes to improving mental health and well-being, we would be wise to focus more on the "water" (culture), and less on the "fish" (individual). In that vein, let's take a **Culture First** approach in leading mental well-being. Your calls to action in Step #2 are to Remember, Investigate and Enact.

Remember lessons learned from safety. As we all know, having a culture of safety is paramount.

Do you remember when the idea of having a culture of safety was *not* the norm? Honestly, it's hard to imagine. Everything today is built around having a culture of safety. It's not enough to issue rules and protocols to the individual. In fact, it would be unthinkable today to NOT have a culture of safety as a key part of a broader safety management strategy. Can we apply lessons learned from safety toward building a culture of mental well-being? Yes, we can. Just like with safety, ensuring mental well-being calls for a culture-first approach.

Investigate your company culture. Is it supporting or is it undermining mental health at work?

"While CEOs and their leadership teams need to start and lead the conversation and strive for widespread understanding of the importance of mental health," Jen Fisher, Heather McBride and Kathy Lu wrote in a recent *Stanford Social Innovation Review* article, "they must also *institutionalize* a culture that prioritizes and supports mental health."

Institutionalizing a culture begins with investigating the culture that is currently in place. Ask yourself: What is the experience for the average worker? Are employees having to manage an environment in which there is undue pressure, inhospitable working conditions, long work hours and toxic bosses? Is there a lack of autonomy on the job, work-family conflict, and are workers facing job insecurity? These are all root causes of mental distress that are more widespread than we might imagine. Furthermore, there is often a profound disconnect between the culture that companies purport to have - and what employees are *actually* experiencing. Is that the case in your company? Find out more on the next page.

Enact policies, practices and norms to build a healthy and sustainable organizational culture.

When it comes to workforce mental health, think systemic change versus individual change. Through deliberate, systemic changes, every workplace *can* become an engine of mental well-being. What are systemic changes you might enact in your company so that it can become an engine of mental well-being? Review the list below to spark ideas.

FUNCTIONING FACTOR — Workers have a realistic workload and sustainable schedules.

FEELINGS FACTOR — Workers feel that they are being treated fairly and equitably.

FRIENDSHIP FACTOR — Workers are encouraged and supported in building strong social bonds at work.

FORWARD FACTOR — Workers are recognized for good work and have opportunities for growth.

FULFILLMENT FACTOR — Workers feel a sense of purpose in their work.

EXERCISE

You can use your **Flip Book** to investigate your company culture. Take a look at the images, and then ask yourself (or better yet, engage in a conversation with others, asking for their thoughts):

. . . .

- Which image best captures the day-to-day experience at work, for the average worker in your company?

- Which image best captures where you would *like* them to be?

Just this simple exercise can help to awaken you to the reality of your company's culture, a first step to toward improving it.

WRAP UP:

Remember. We've been able to normalize a Culture First approach toward safety. Let's remember lessons learned and do the same in regards to mental well-being. You can lead the way on this.

Investigate. Too often, there is a disconnect between the initiatives launched and the larger culture. A first step in building a culture of mental well-being is to investigate the current culture. Once you've had the chance to "walk in the shoes" of workers across the organization, you can take action.

Enact. How can you begin enacting systemic responses? Start with the basic needs first and then build upwards. Small actions, conducted consistently, can make a real difference in shaping the culture to become one that makes mental well-being a way of life across the organization.

motion infusion

What the Data Is Showing

FACTS YOU SHOULD KNOW:

3/4 (76%) of full-time US workers reported at least one symptom, up from 59% two years before. The most common symptoms were burnout (56%), depression (46%), and anxiety (40%). (HHS)

Employees on all levels are experiencing these symptoms – executives (82%), managers (71%) and broader worker population (71%). (Deloitte)

Employees are literally "dying for a paycheck." According to Stanford researchers, an excess of 120,000 deaths per year in the U.S. alone are due to stress from the workplace. (Pfeffer, et al.)

96% of leaders report that they are doing enough to address the mental health of their workforce. Only 69% of their employees agreed. (Ginger)

According to Gallup, the top drivers of employee burnout are due to the following:

- o Unfair treatment at work
- o Unmanageable workload
- o Lack of role clarity
- o Lack of communication and support from manager
- o Unreasonable time pressure.

According to MindShare Partners, 84% of employees reported at least one workplace factor that is negatively impacting their mental health:

- o Emotionally draining work
- o Challenges with work-life balance
- o Long hours and abnormal hours
- o Lack of opportunities for advancement.

EMPOWER

Now, let's focus on the Team.

PERMISSION GIVERS: START HERE.

Step #3: Oasis of Well-Being

Mental health begins with overall health and well-being. But why does well-being matter from a business perspective? Very simply, well-being at work is good for people, it's good for the bottom line, and it's essential for building a high-performing team. Seriously, name any metric that matters - productivity, profitability, retention, attraction, safety - and I'll show you how it ties to well-being. For example, according to Gallup, employees who are thriving at work are 81% less likely to leave, they're 53% less likely to miss work due to health issues, and they're 13% more likely to be performing at higher levels.

But let's talk more about this in relation to you, the Permission Giver. Here's what you need to know: Whether or not well-being is part of your job description (and, it's probably not), you alone account for up to 70% of the variance of your team members' engagement with both their work *and* their well-being. The good news is that you can use your influence for good. That is, you can create an **Oasis of Well-Being** for your team. Your calls to action in Step #3 are to Do, Speak and Create.

Do is to lead by example.

To be clear, it's not about being perfect. None of us are. But you have the capacity to signal to your team that it's "OK" to engage with their well-being, just by modeling the effort. Every time you prioritize your health and well-being (and especially if you do so visibly), you've just given permission to your team members to do the same. Just as we hear every time we're on an airplane, you need to put your own oxygen mask on first. When you take care of yourself, you encourage your team members to do the same.

Speak about well-being with your team.

When Jamie Dimon was CEO of JP Morgan, he famously sent out a company-wide memo in which he described his experience battling cancer. He shared about his prognosis, the treatment, and how he was feeling. He shared how the experience had awakened him to just how much health matters — and how much the support that he received from family, friends and coworkers had made all the difference. He then extended his support to everyone across the company, encouraging each employee to prioritize their health and well-being. "Nothing matters more!" Imagine how powerful that memo must have been.

Although few of us will ever become CEO of a major international corporation, as a team leader, you can be equally influential and inspirational for your team! What if you were to write your version of a "Jamie Dimon Memo," or manifesto of your commitment to well-being, to your team? Just by changing up the verbal and written conversations, you can transform the daily experience for your team.

Create a culture of well-being within the team through processes, rituals and systems.

With intentional and team-based systems, activities and rituals, you can create an ecosystem of well-being within the team. You can normalize the pursuit of well-being, making it a way of life.

Now, how can you put all of these together - Do, Speak and Create? Find out more on the next page.

motion infusion

EXERCISE
Refer to your **Tip Cards** and get started on Do, Speak and Create.

- -

DO:
- Check out the well-being offerings at your company. Try one on for size!
- Write down a moment when you're "in your groove" and feeling good.
- Feeling depleted? Take 5 minutes to reflect on what's draining you.
- Take a healthy break, like getting outside or saying hello to a coworker.
- Set a personal well-being goal. Make it concrete. Give it a timeline.

- -

SPEAK:
- Talk up company wellness programs. Your team is looking to you to lead!
- Share what "Me At My Best®" looks like and ask your team to share theirs.
- Write your Jamie Dimon Memo. Craft it, tweak it, then send it out!
- Got your personal well-being goal? Great! Now share with others.
- Encourage team members to check in with family and friends.

- -

DO:
- Pick one day a week to lead a walking meeting – or lead a mini-stretch. Then get out there – come rain, shine or snow!
- Got a team meeting or safety huddle coming up? Terrific! Kick it off with "Name 3 Good Things" exercise. (Encourage everyone share three good things that have happened to them that day.)
- Bring in a financial expert who can lead an informal "let's talk about money" session with your team.
- Find out every team member's birthday – and their favorite hot drink. Then surprise them on the big day!
- Check in weekly with every team member, asking two questions: What are you working on? And, how can I help?

WRAP UP:

Do. The power of leading by example cannot be overstated. By doing so, you're on the path to leading a healthier, happier life. You're also creating a positive ripple-out effect for your team.

Speak. By coupling role modeling with a willingness to talk about well-being in a human and authentic way, you have the power to engage employees with their well-being.

Create. You can build a whole new norm within the team, aka, "Oasis of Well-Being," so that well-being is naturally integrated into the daily schedule with regular activities, rituals, and systems.

motion infusion

Step #4: Safe Harbor

Remember the 1992 "Dream Team"? The team, comprised of legendary players like Michael Jordan, Charles Barkley, and Magic Johnson, took the Olympics by storm, defeating their opponents by an average of 44 points per game.

The Dream Team has now become a go-to name in describing a supercharged, high-performing team. Every team leader wants their team to be the Dream Team. But what does it take?

Psychological safety – full stop. When team members feel like they're part of a **Safe Harbor**, performance accelerates and safety increases. People are also more likely to talk about their mental health concerns. To build the Dream Team, your calls to action in Step #4 are to Think, Build and Get.

Think about VUCA.

The first step in creating a Safe Harbor is to think about VUCA – volatility, uncertainty, complexity and ambiguity. It goes without saying that we are living in a world of VUCA - global pandemics, wars with no end, economic distress, political tensions. Pausing to think about the impact of this is critical.

Build psychological safety.

Especially in the face of VUCA, psychological safety is vital. But what is it? Very simply, psychological safety describes an environment in which it's safe to speak up; it's safe to ask a question; it's safe to point out an error; it's safe to say "I'm not OK and I need help." Candor is expected and workers can speak up without fear of retribution or humiliation.

Too often, however, people experience the opposite at work. When people do feel psychologically unsafe, then they naturally engage in self-protection – which takes a *huge* amount of energy. This then means that energy that otherwise would go toward the performance of the team goes instead toward the individual protecting themselves. It's a lose-lose proposition. So it goes without saying, psychological safety is in the best interest of the individual *and* the team.

Get into the zone.

To be clear, psychological safety is NOT about "being nice" or "slacking off." As a team leader, you definitely still want to hold people accountable. The question really is about balance. How can you balance accountability with holding space for people to feel safe in speaking up?

That's the art of getting into the zone, namely, the Performance Zone. On the next page, tap into the genius of Amy Edmondson, the world's leading expert on psychological safety, to get more ideas on how you can.

motion infusion

Put your **wallet card** to use. First, consider: Which zone is your team in?

THE FOUR ZONES

Apathy = People show up, but are not fully there. They're invested in self-protection over exertion.

Comfort = People enjoy working together, but they're not challenged by the work.

Anxiety = People are anxious about speaking up. As a result, work quality, innovation, and safety suffer.

Performance = People can collaborate, learn from one another, and get complex, innovative work done.

Second, flip the wallet card over. Here are the top 4 things you can do to move your team into the Performance Zone:

1. Encourage team bonding in day-to-day tasks.
2. Normalize learning from mistakes.
3. Ensure that everyone feels "seen."
4. Seek input with humility and openness.

Source: Amy Edmondson, Novartis Professor of Leadership and Management at the Harvard Business School

WRAP UP:

Think. We need to acknowledge the fact that our world can be described as "VUCA" (especially in the natural gas transmission operating and construction industries!). Thinking about its impact, and having open conversations about its impact is more important than ever.

Build. Airplanes have crashed, financial institutions have collapsed, and catastrophic accidents have occurred on job sites – all due to individuals feeling afraid to speak up. Psychological safety is paramount, and as a team leader, it's critical that you build it within the team.

Get. When a team has a high level of psychological safety, it is more likely to be a high-performing team, it is less likely to have a safety incident, and people are more likely to step forward if they're having a mental health issue. Following the advice of Amy Edmondson, you can get your team into the right zone so that they can truly become the Dream Team.

motion infusion

What the Data Is Showing

FACTS YOU SHOULD KNOW:

Do people feel safe talking about their mental health – at work, and with their boss? According to a recent Paychex study, most don't.

- o 54% said they felt uncomfortable talking to their managers and supervisors about mental health.

- o 30% feared that discussing mental health could lead to being fired or furloughed.

- o 29% thought it could cost them a promotion.

The manager alone accounts for up to 70% of the variance of their team members' engagement with both their work - and their well-being. (Gallup)

70% of workers are reporting that their boss has more impact on their mental health than their therapist - and equal to the impact of their spouse. (Forbes)

A toxic boss can increase the likelihood a team member experiencing a heart attack - at the time and ten years out. (Karolinska Institute)

Our own data (as measured by a third party, Pro-Change Behavior Systems, and cited by institutions like the Mayo Clinic) shows that when managers are empowered to lead well-being for their teams (through our leadership training program called "Managers on the Move"), they report higher levels of well-being, higher levels of productivity, higher levels of engagement with work. Similarly, their team members also report higher levels of well-being, productivity and engagement with work.

The "culture" that employees experience when they are at work is largely the culture that they experience within their team, according to a 19-country study conducted by ADP Research Institute.

RESPOND

Finally, let's focus on the individual.

SELF-STARTERS: START HERE.

Step #5: One Conversation at a Time

Aptly named the "Guardian of the Golden Gate," Sergeant Kevin Briggs spent 17 years patrolling Golden Gate Bridge identifying people at risk, and engaging with them, one conversation at a time. He saved hundreds of lives, helping individuals to choose life and begin anew. Below are his suggestions on how we can engage every individual, **One Conversation at a Time**. Your calls to action in Step #5 are to Notice, Engage and Follow Up.

Notice the signs of someone who may be at risk (of suicide).

Pay attention to the signs. If it's a case where you don't know the person, here are some potential signs: They are solo; they look lost; they don't "see tomorrow."

In most cases, however, you will be dealing with someone you *do* know. The key thing you are looking for is a change, or anything that is different. Here are the three key areas where you might notice a change: Talk, behavior and mood.

Engage that person in conversation.

Ask and listen – As best you can, find a safe location, ask questions, and then just listen. Your goal is to *really* just listen, avoiding the temptation to give advice.
Find the hook – Your goal is to "find the hook." What is the thing that matters most, that will help the person at risk "see tomorrow"? In this step, you want to focus on validating the person and normalizing what they are going through. Be sure to express gratitude that they felt safe in sharing with you.
Avoid the pitfalls – This isn't the time for trite positivity or assurances that everything will be OK. (You don't know that.) Also, be sure to avoid promising secrecy. The goal is to be genuine.

Here were the top pitfalls Sergeant Briggs recommended that we avoid saying:
1. You should…
2. Calm down! (No one ever "calmed down" when they were told to!)
3. I understand. (Actually, you don't.)
4. Things will get better. (You don't know that.)
5. Why? (This question automatically puts people on the defensive.)

Follow up after the initial conversation.

One way that you can follow up is by helping them to develop a Crisis Safety Plan, a written list of coping strategies. (Refer to Module 5 Workbook to view the full plan.)

Source: Sergeant Kevin Briggs

EXERCISE

Put your **stickers** to use. How might you leverage these to tackle mental health stigma?

Safety + Mental Well-Being
Two Sides of the Same Coin
INGAA FOUNDATION

TOUGH on Standards **TENDER HEARTED** with People
INGAA FOUNDATION

LET'S TALK
Ending Mental Health Stigma Together
INGAA FOUNDATION

RESOURCES YOU SHOULD KNOW:

988 National Suicide and Crisis Lifeline

741741 Crisis Text Line

National Alliance on Mental Illness (NAMI)

American Association of Suicidology (AAS)

American Foundation for Suicide Prevention (AFSP)

WRAP UP:

Notice. It's critical that you pay attention to the signs. Specifically, take heed if you changes or anything that's different from usual.

Engage. All of us need to be ready to engage in conversation. Above all, be ready to ask and then listen; find the hook, normalizing along the way; and avoid the common pitfalls (e.g., "You should," "Why?", "I understand...").

Follow up. Stepping in and helping is not a "one and done." Following up is critical, so that you can help the person at risk to be safe in the moment, and over time.

motion infusion

The Story Behind the Initiative

The story starts back in August of 2022. The night before my keynote "Health and Wellness at Work and at Home," I checked in with the Chair (at the time) Marty Jorgensen, and asked him: "What are you hoping to get out of tomorrow's keynote?" I expected the usual "give them some takeaways." Instead, Marty replied: "Mental health. We need to be talking about mental health – especially in our industry."

Definitely not what I planned for, but after a night of rework, I delivered an overhauled keynote the next morning. The keynote landed. People engaged. "You got us up and out of our seats," Vice-Chair (at the time) Sean Nicholson exclaimed. "Who would have thought that a group like us would do yoga?"

All of you leaned into the taboo topic of mental health at work, despite the discomfort. As Paul Amato, Vice-Chair (at the time) shared, "I have to admit; I felt really uncomfortable during the session. But then I realized…. It's OK to feel that discomfort. I, like so many others, had been following the old-school idea that we 'check our emotions at the door.' But the truth is – that's clearly not working."

Since that time, Will Southerland, Manager of Construction at Williams Companies, and I have had the honor of leading you all through a multi-session exploration into the topic of Leading Mental Well-Being. The theme throughout: Mental health at work is a problem that is too big to ignore, especially in the natural gas transmission operating and construction industries. The nomadic nature of our industry creates a lot of mental stressors — loneliness, financial pressures, disconnection from family, and much more. Mental health affects our coworkers, our friends, and especially our families. That's why the INGAA Foundation, with current Chair Sean Nicholson at the helm, decided to tackle this tough issue head-on.

As you will recall, Vice-Chair Kim Tarr (at the time) challenged everyone to think bigger. "How can we move *beyond* just one conversation at a time? I believe in the possibility of sparking a broader movement that ripples out across all of the organizations represented here – *and beyond*. But to do so, we leaders need to be ready to have these one-on-one conversations and we also need to be tackling the *systems* that are causing mental distress in the first place. We need to engage the right people, in the right way, understanding the different roles we play in building this movement. We need to create cultures of well-being, reducing the number of people who reach a crisis point. We need to be paying close attention to what's happening on all three levels: upstream, midstream, and downstream."

With the help of this toolkit, Will and I hope that you can continue leaning into the insights you gained during the Leading Mental Well-Being Workshop Series. We hope this toolkit helps to further your efforts in making mental well-being part of the daily work routine.

A special thanks to the INGAA Foundation leaders (mentioned above), along with all of the Foundation staff: Amy Andryszak, Hebe Shaw, Mike Istre, Faith Brown, Abigail Miller, William Friday II, Alison McKeithen, and previously, Tony Straquadine. None of this would have been possible without your ongoing support.

Remember. Each of us has a role to play, whether you are a Trendsetter, a Permission Giver, an Activator or a Self-Starter. It really does start with you – and the solution lies with you.

Laura & Will

motion infusion

Moving Forward

Now, it's your turn. But we're here to help you continue to move forward.

Ongoing support from INGAA Foundation.
Access the resource page to download any or all of the materials from this program. This includes a recording of each of the sessions.

Ongoing expert content from Laura, your guide.
- Subscribe to Laura's "Rethinking Well-Being" monthly newsletter: info.motioninfusion.com/communication
- Follow Laura on LinkedIn: linkedin.com/in/lauraputnam
- Tune into her monthly LinkedIn Live (which features experts like Amy Edmondson)
- Download complimentary resources: motioninfusion.com/wellbeing-resources
- Access Laura's course "Managers as Multipliers of Well-Being" on LinkedIn Learning

Ways to bring Laura to your workplace.
- Keynotes
- Workshops for Leaders & Managers (Trendsetters and Permission Givers)
- Workshops for HR/Benefits/Wellness Coordinators (Activators)
- Online courses

Bring Leading Mental Well-Being to your organization.
We are happy to deliver the Leading Mental Well-Being series at your company.
We also offer a condensed, licensed version of the program, to be delivered by your internal team.

Contact information.
Laura Putnam, CEO, Motion Infusion
Email: laura@motioninfusion.com
Phone: 415-310-5505

All rights reserved.
While this initiative represents a partnership between Motion Infusion and the INGAA Foundation, all content and materials in the Leading Mental Well-Being program were created by Laura Putnam, CEO of Motion Infusion. Therefore, all rights are reserved, and the program may not be replicated without written permission from Laura Putnam and Motion Infusion.

Ready to invigorate your company?

Interested in bringing this training directly to your organization? Great! This program can be provided to your organization through a live training program or through a licensed product that your own internal team can deliver to your employees.

About Motion Infusion.
Motion Infusion is a global leader in well-being and engagement programs. Clients range from Fortune 500 companies to nonprofits, schools, and government entities. Services include keynotes, leadership and team development, train-the-trainer programs, as well as innovative and interactive curriculum products.

About Laura Putnam, MA.
Imagine if your organization's ecosystem effortlessly embodied energy, safety, engagement, and well-being. Laura Putnam, well-being and culture expert, global speaker and author, pioneers this transformative concept through her leader-driven, culture-first framework. With a distinguished history of serving Fortune 500 companies, government entities, nonprofits, and academic institutions, Laura stresses the significance of initiating a wellness and mental health movement within every organization and every team, as well-being is inextricably linked to every performance metric that matters. Recognized for her impactful contributions, Laura has been featured in The New York Times, FOX News, ABC, MSNBC, Forbes, Business Insider, and many others, and has earned prestigious accolades such as the American Heart Association "2020 Impact" award, along with the American Heart Association "2025 Woman of Impact" award, and the National Wellness Institute "Circle of Leadership" award. Laura has worked with over 500 organizations, has trained over 50,000 managers and leaders, and has spoken in over 25 countries. Her passion lies in cultivating sustainable cultures where both organizations and their people can thrive.

Contact:
Laura Putnam, CEO
laura@motioninfusion.com
(415) 310-5505

motion infusion

Prepared for & with:

INGAA FOUNDATION