



# Leading Mental Well-Being

Module 1: It Starts with You

WORKBOOK FOR EXECUTIVES AKA "TRENDSETTERS"



# The mental health crisis is a problem we need to solve together.

“Check your emotions at the door” has been the longstanding practice in most workplace cultures. It’s time for that to end. What has become exceedingly clear, especially in the natural gas transmission operating and construction industries, is that this practice is no longer working. The spike in mental health issues is a problem that is simply too big to ignore.

So, how do we meaningfully tackle the taboo topic of mental health at work? **It starts with you.** Now is the time for every leader to step up and meet the moment. Mental health is a topic that needs to be proactively addressed across the organization and within every team — and must be fully embraced by leaders on all levels.

In our Leading Mental Well-Being Series, you’ll have the chance to learn how to create mental well-being for yourself. And then more importantly, you’ll learn how to create mental well-being within your team and across the entire organization.

To successfully address mental health in a way that is meaningful and sustainable, it’s important to understand the different roles we play. These roles break into four primary buckets:

- 1. Trendsetters.** These are the top leaders within an organization (C-suite, VPs, directors, department heads, etc.). Trendsetters set the tone across the organization, through organizational policies and allocated resources.
- 2. Permission Givers.** These are managers or team leaders. When it comes to day-to-day behaviors related to engagement — both with work and well-being — Permission Givers are uniquely positioned as key influencers.
- 3. Activators.** These are people who have an explicit role of promoting wellness, well-being, and mental health, such as people in HR, benefits, or wellness. Activators can also be outside wellness consultants or well-being speakers.
- 4. Self-Starters.** This is anybody and everybody who’s just trying to be a little healthier and a little happier. In the context of the workplace, Self-Starters are the employees. In life, it’s all of us.

# The modules of the Leading Well-Being Series.

## **Module 1: It Starts with You**

In this module, you'll learn why leaders play such an important role in mental well-being. You'll have the chance to begin the conversation with others, followed by an opportunity to reflect on your leadership style and how that impacts mental well-being for you and your employees. We'll wrap up with learning about "daily touchpoints" that can make leading mental well-being a part of your leadership routine.

## **Module 2: Culture First**

In this module, you'll learn why culture is the "make or break" influencer of employee mental well-being. You'll learn how to uncover root causes of unhealthy cultures in the context of the natural gas transmission operating and construction industries. You'll also gain an understanding of how to proactively address unhealthy cultural norms and shift them to norms that foster a happier, more harmonious workplace.

## **Module 3: Oasis of Well-Being**

In this module, you'll learn about the multiple dimensions of well-being (it's more than just physical!) and why it's important to address all of these. You'll explore the power of leading by example and talking about well-being, as well as ways to leverage existing resources. Finally, you'll learn how to create organization-wide systems to make well-being an intrinsic part of your company's DNA.

## **Module 4: Safe Harbor**

In this module, we'll dig into the fundamentals of what all humans universally need: autonomy, a sense of achievement, being connected with others, and feeling a sense of purpose. You'll then learn about why psychological safety is the number one influencer of employee performance. We'll wrap up with exploring how you can "awaken compassion" across your organization and create a framework of emotional safety and belonging for all.

## **Module 5: One Conversation at a Time**

In this module, we move downstream to tackle the issue of mental well-being on an individual level. You'll learn about the warning signs of someone in need and how you can quickly and effectively respond. You'll learn about communication techniques for this sensitive topic and how to connect with difficult-to-reach employees, so that no one is left behind.

## **Module 6: Built to Last**

This final module puts it all together. You'll have the chance to review all of the modules and reflect on actions you've taken so far, examining what's working and what can be improved. You'll walk away with a template for lasting change across the organization by leveraging all of the information and resources you've learned throughout the series.

## Begin the conversation.

This activity is designed to help you start the conversation about mental health in the workplace in order to directly address the rising rates of mental health issues in the natural gas transmission operating and construction industries.

Turn to a person (or people) nearby. You will be discussing ONE of these three questions (which will be assigned to you).

**Question #1: There is a mental health crisis that is happening around the world. WHY?**

**Question #2: The construction industry has the second highest rate of deaths by suicide. WHY?**

**Question #3: How do we tackle the taboo topic of mental health and well-being at work?**

### WRAP UP:

We have a problem: mental health issues are on the rise in the natural gas transmission operating and construction industries. This issue is affecting all of us and it's definitely impacting the bottom line. 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, across the company, and across the industry. As leaders, you have the power to start proactively finding solutions.

## Reflect on your leadership style.

This activity is designed to help you to consider different leadership styles and how they impact the mental well-being of others. Remember that none of us are perfect. We all “rise to the occasion” at times and fall short at other times.

Take a look through the Leadership Cards and then turn to a neighbor to discuss the following questions:

**Question #1: When you're at your best, which leadership style do you embody?**

**Question #2: When you're under stress, which leadership style do you sometimes take on?**

**Question #3: Reflecting on your career, have you been positively impacted by a leader? Which leadership style did they embody?**

**Question #4: Reflecting on your career, have you been negatively impacted by a leader? Which leadership style did they embody?**

**Question #5: Which leadership styles are encouraged in your organization?**

**Question #6: What's the best way to encourage more positive leadership styles in your organization?**

### WRAP UP:

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 in different ways, depending on how we're coping with our own stressors. By starting to notice how we're “showing up” as leaders is the first important step to becoming a leader who fosters and encourages mental health for others.

## Focus on daily “touchpoints.”

Following the lead of Doug Conant, former CEO of Campbell’s Soup, how might you be “tough-minded on standards and tender-hearted with people”? The key lies in focusing on your daily “touchpoints.”

### Make a list of some of your daily touchpoints.

(Examples include passing by someone in the office or in the field, phone calls, meetings, etc.)

Now turn to a neighbor to discuss the following questions:

**Question #1: What’s a recent touchpoint you’ve experienced?**

**Question #2: How did you handle this touchpoint?**

**Question #3: Do your touchpoints tend to lift others? Or do they sometimes deflate others?**

**Question #4: Is there a positive leadership style (for example “The Transformer” or “The People Person”) you could apply to create more positive touchpoints for others?**

### WRAP UP:

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 and happier environment for you and your employees.

# Your workshop guides.

## **LAURA PUTNAM**

CEO and founder of Motion Infusion, international speaker, and author of *Workplace Wellness that Works*, Laura has worked with over 200 organizations and has trained over 15,000 managers and leaders. With a mission to get individuals, teams, and organizations “in motion” and on the path to better health and well-being, she has been featured on MSNBC, New York Times, ABC, FOX News, USAToday, Forbes, NPR and many others. She specializes in creating transformational learning experiences to spark lasting change. A graduate of Stanford and Brown Universities, Laura lives in San Francisco.

## **WILL SOUTHERLAND**

Manager of Construction, Will has worked in the oil and gas industry for 25 years and joined the Williams Companies in 2011. His experience has spanned major regulated cross-country pipelines, gathering and processing, and tactical projects. His BSBA in management has helped him understand the management of construction and people. He is passionate about improving construction and construction worker mental health. When not at work, Will enjoys spending time with his wife and children.

## **MANDY O'NEILL**

An Associate Professor of Management at George Mason University, Mandy consults and conducts research on organizational culture, emotions, and careers in organizations ranging from Fortune 500 corporations and global technology firms to hospitals and emergency response teams. Her work has been published in premier scholarly journals and practitioner outlets, including *Administrative Science Quarterly*, *Academy of Management Journal*, *Organization Science*, and *Harvard Business Review*. Prior to Mason, Mandy taught at University of Pennsylvania and University of Georgia. An NSF Graduate Fellow, Mandy holds a Ph.D. in Business Administration from Stanford University and a B.S. in Psychology from University of Maryland.

## Ready to invigorate your company?

Interested in bringing this training directly to your organization? Great! This program can be delivered to your organization through a live training program or through a licensed product that your own learning and development team can bring to your employees.

### **About Motion Infusion.**

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

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Prepared for

