



# Leading Mental Well-Being

Module 2: Culture First

WORKBOOK FOR EXECUTIVES AKA "TRENDSETTERS"



## The journey continues.

In Module 1, we kicked off the “Leading Mental Well-Being” Series with the topic “It Starts with You.” You learned why leaders play such an important role in mental well-being. You had the chance to reflect on your leadership style and how that impacts the mental well-being of you and your employees. We wrapped up with a focus on daily touchpoints.

In Module 2, “Culture First,” we’ll take a deep dive into the role that culture plays in mental well-being at work. Just as you’ve learned with safety, it’s not enough to expect individuals to practice safety on their own. Rather, there needs to be a culture of safety. The same holds true for promoting mental well-being. In this module, we’ll outline the steps that you can take to begin building a Culture of Mental Well-Being across your organization.

In Module 3, “Oasis of Well-Being,” we’ll start to drill down more into the team level. You’ll learn about the multiple dimensions of well-being (it’s more than just physical!) and why it’s important to lead your team in addressing 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.

In Module 4, “Safe Harbor,” 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 learn how you can promote psychological safety and “awaken compassion” across your organization, creating a framework of emotional safety and belonging for all.

In Module 5, “One Conversation at a Time,” you’ll learn how 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.

In Module 6, “Built to Last,” you’ll have the chance to review all of the modules and reflect on actions you’ve taken so far, so that you can walk away with a template for catalyzing lasting change across the organization

With that, let’s get started with Module 2.

## Remember when safety culture was not the norm.

**This activity is designed to help you remember when safety was NOT perceived as a cultural issue, but instead was viewed as an individual one.**

Gather with your tablemates and engage in a quick BEFORE & AFTER brainstorm:

HERE’S WHAT IT WAS LIKE <u>BEFORE</u> .	HERE’S WHAT IT IS LIKE <u>AFTER</u> .
<p><b>What’s the difference that having a culture of safety has made for your organization – and for the industry?</b>                      Here are some questions to consider in your discussion: Are people more aware? Are there fewer accidents on the job? Do people have more permission to pause? Do people feel like they are cared for more? Is there more buy-in for safety?</p>	
<p><b>What had to happen in order for this shift to take place?</b>                      Here are some questions to consider in your discussion: Was there a specific incident that sparked the shift? How did leaders build trust? How was it personalized? Was data collected? How did your organization bridge the gap between HQ and “how it’s done” out in the field?</p>	

### WRAP UP:

We’ve been able to normalize a “Culture First” approach toward safety. Now, the same needs to happen in regards to mental well-being. That is, it’s not enough to ask individuals to prioritize their mental well-being. Instead, organizations have to build a culture of mental well-being. The good news is that we can build on our previous experience in building a culture of safety and apply this history toward building a culture of mental well-being.



## Investigate your company culture.

Changing the culture begins with assessing your current culture. Let's investigate, utilizing two different assessment tools.

Here are three prompts to consider:

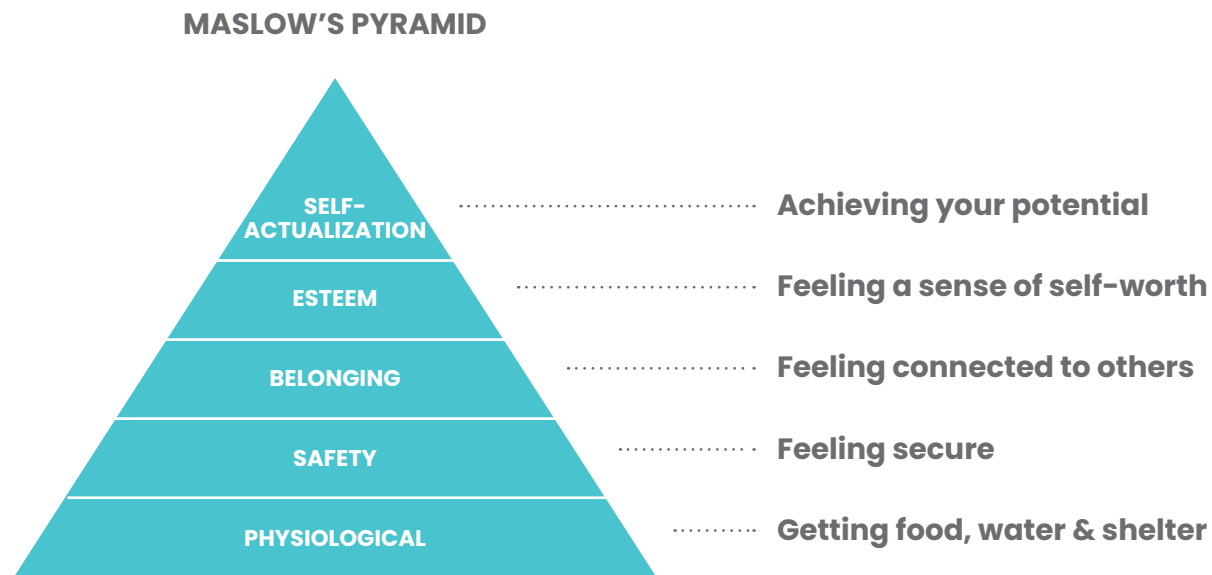
### Prompt #1: Use your flip book.

Put yourself in the shoes of the average employee. Which of these images best captures their day-to-day experience at work?

NOTE: There is no one "right" answer. This exercise is designed to get you to reflect from a more intuitive and curious place.

### Prompt #2: Review Maslow's Hierarchy of Needs.

Now, let's start to get more specific, by leveraging Maslow's Hierarchy of Needs. First, let's review Maslow's Hierarchy of Needs:



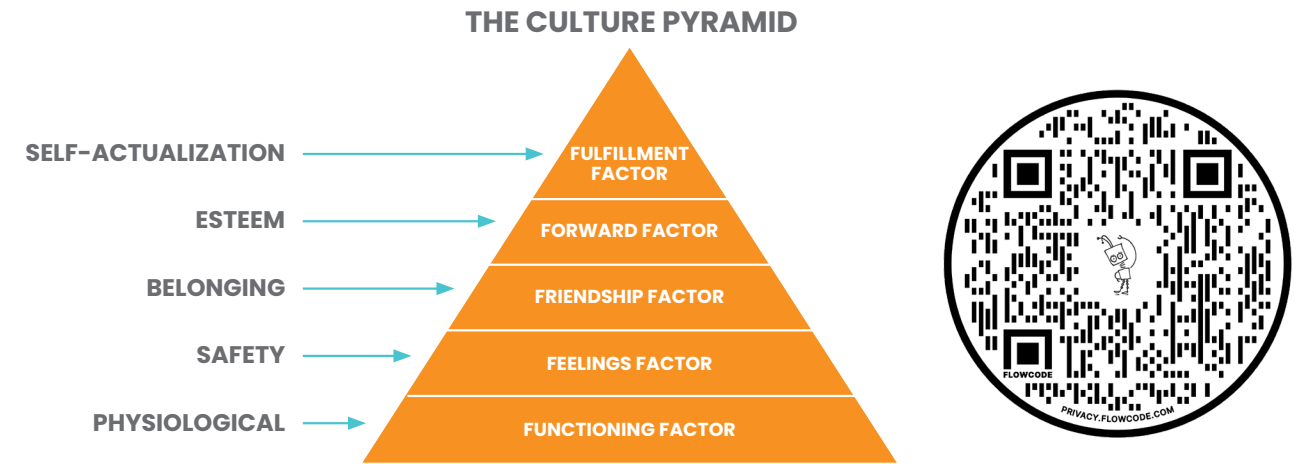
Now, let's apply Maslow to further investigate your company culture.

And, here's a third prompt to consider:

### Prompt #3: Take the culture quiz.

Now, let's apply Maslow's Pyramid to further investigate your company culture. Is it one that supports mental well-being at work? Or might it be undermining people's well-being, particularly their mental health?

Take the culture quiz by scanning the QR code:



- FUNCTIONING FACTOR** – Having what you need to get the job done
- FEELINGS FACTOR** – Feeling respected & psychologically safe in your job
- FRIENDSHIP FACTOR** – Feeling connected to co-workers
- FORWARD FACTOR** – Feeling you can grow in your career
- FULFILLMENT FACTOR** – Feeling a sense of purpose in your job

### WRAP UP:

Too often, there is a disconnect between the initiatives we launch, whether it's safety or mental well-being, and the larger culture. A first step in building a culture of mental well-being is investigating the current company culture. Now that you've had the chance to "walk in the shoes" of employees across the organization and you have a better sense of your company culture, you can begin to take action.



## Act in small ways.

Finally, let's put the Maslow-inspired Culture Pyramid into action.

Think about the small actions you can take to start building a culture that supports employee mental well-being.

**FUNCTIONING FACTOR** What's one thing you might do to ensure people have the resources and support they need to get the job done?

**FEELINGS FACTOR** What's one thing you might do to ensure that people feel respected and that toxicity doesn't reign?

**FRIENDSHIP FACTOR** What's one thing you might do to foster more social connections at work?

**FORWARD FACTOR** What's one thing you might do to provide more professional growth opportunities at work?

**FULFILLMENT FACTOR** What's one thing you might do to help people to feel a sense of fulfillment, meeting their deepest sense of purpose?

### WRAP UP:

To build a culture of mental well-being, we need to start with the basic needs first. Then, we can build upwards from there. Small actions, conducted consistently and over time, can make a real difference in shaping the culture to become one that makes mental well-being a way of life across the organization.

## Your workshop guides.

### LAURA PUTNAM

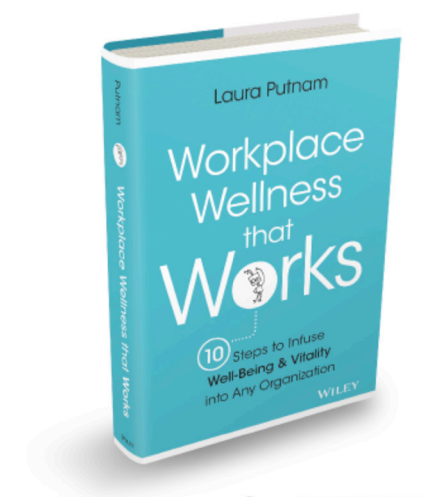
CEO and founder of Motion Infusion, international speaker, and author of *Workplace Wellness that Works*, Laura has worked with over 200 organizations and has trained over 20,000 managers and leaders. With a mission to get individuals, teams, and organizations "in motion" and on the path to better health 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.

## Going to the source.

To read a fuller explanation of the content you're learning, be sure to check out Laura's book *Workplace Wellness that Works: 10 steps to Infuse Well-Being & Vitality into Any Organization*. Specifically, Step 3 "Uncover the Hidden Factors," takes a deep dive into the role that culture plays in either supporting or sabotaging your company's well-being efforts. You can refer to this chapter to learn more about how you can build a culture of mental well-being for your organization.



## 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

