

Special Webcast

Psychological Safety for Today's Workforce

THE CONFERENCE BOARD 

 Limeade®

March 22, 2022



Some of the critical questions and issues we will be answering today

- State of affairs
- Psychological safety
 - Traditional definition
 - Specifically for mental health:
 - Normalization/Destigmatization
 - Disclosing a mental health concern
- Employee sentiments around mental health support at work
- Recommendations and key takeaways



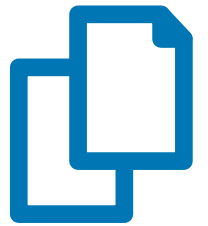
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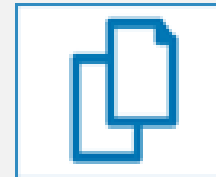


Making the most of the webcast

Ask Questions
(via the Q&A box)



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Resources



Today's Speakers



Jessi Crast
Advanced Researcher
Limeade Institute



Francine Parham
(Moderator)
Senior Fellow, Human Capital
Program Director,
Sr. Human Resources Executive Council
The Conference Board

Poll Question 1:

What is your role in your current company?

- Organizational Leadership – I manage people who manage teams
- HR professional & individual contributor – I do not manage people
- HR manager/leader – I manage people/teams
- Frontline manager or team lead – I manage people
- Individual contributor – I do not manage people
- Something else

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State of Affairs

Poll Question 2:

Since the start of the Covid-19 pandemic, which of the following have you dealt with the most over the last two years?

- Anxiety – whether specific or generalized
- Depression
- Social anxiety and/or agoraphobia (fear of leaving the house)
- Other mental health-related concerns
- Something else has been bothering me
- Nothing – I'm good!

Poll Question 2:

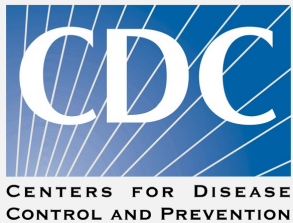
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Mental health concerns on the rise

CDC

- Increases in anxiety (↑3x), depression (↑4x), substance use, and suicidal ideation



Mind Share Partners

- 42% ↓ mental health
- 67% ↑ stress



APA

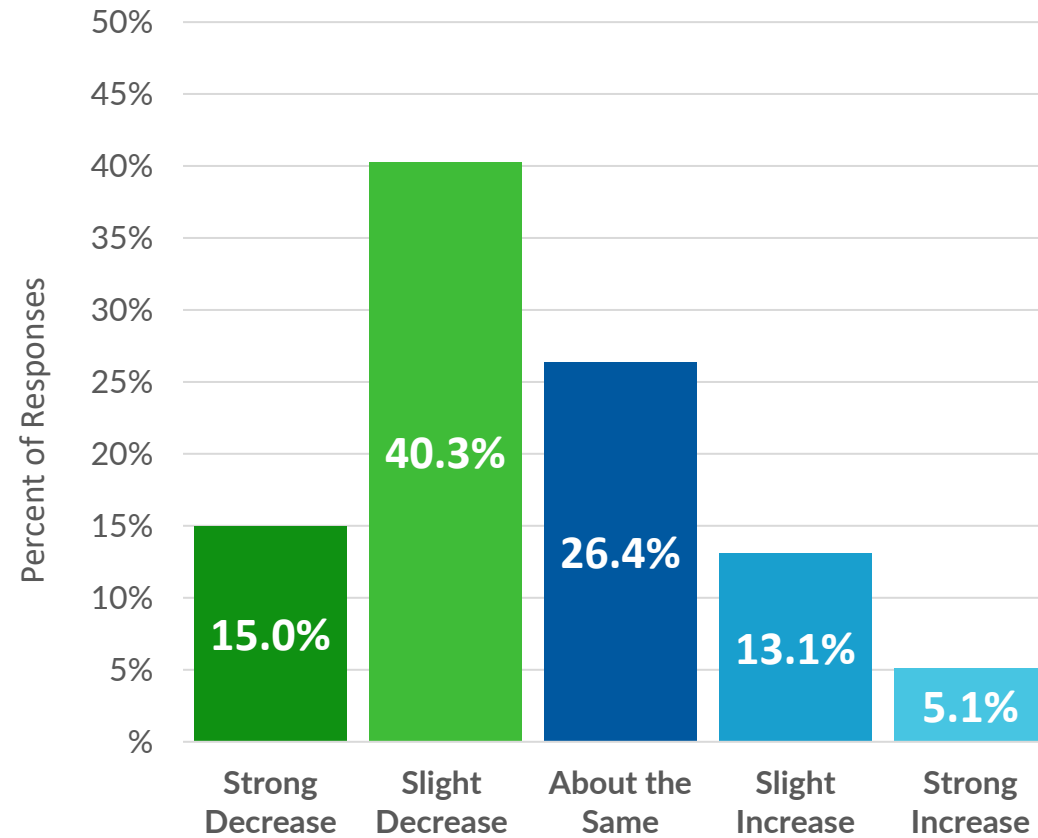
- Increased requests for treatment and referrals (↑12% in 2020, ↑ another 10% in 2021)



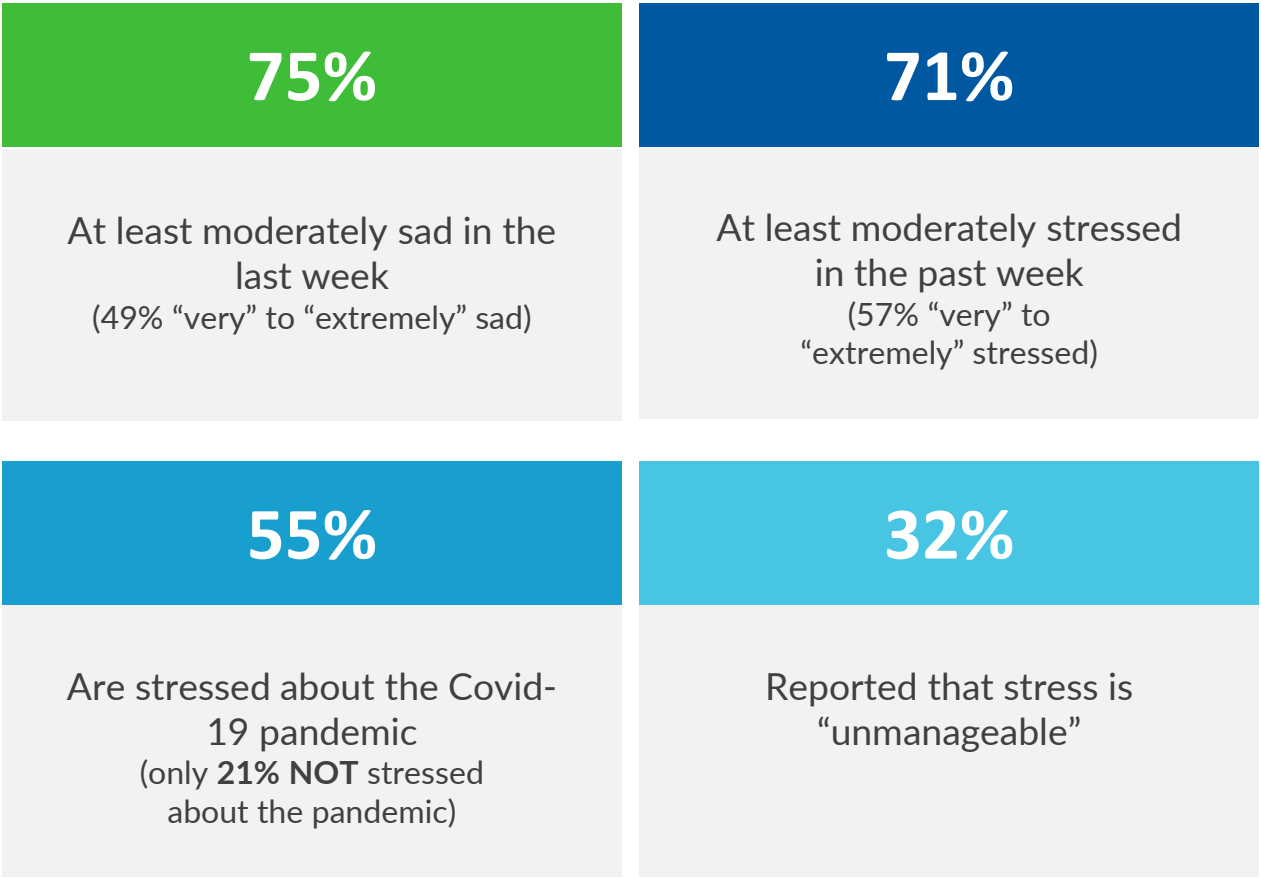
AMERICAN
PSYCHOLOGICAL
ASSOCIATION

55% indicating
a decline in mental
health

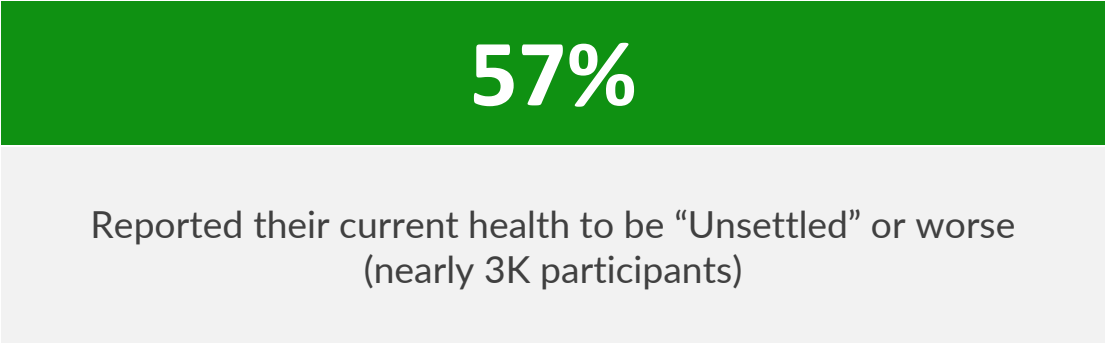
People continue to struggle



Current state of mental health and stress



Current state of mental health and stress



In Crisis

- Very anxious
- Absenteeism
- Exhausted
- Physical pain
- Isolation
- Very poor sleep
- Psychotic break
- Severe drug abuse

Struggling

- Anxious
- Depressed, sad
- Low self-esteem
- Tired
- Poor concentration
- Poor sleep
- Poor appetite
- Drug abuse

Unsettled

- Worried, nervous
- Edgy
- Irritable
- Frustrated
- Self-doubting
- Trouble sleeping
- Tired
- Distracted

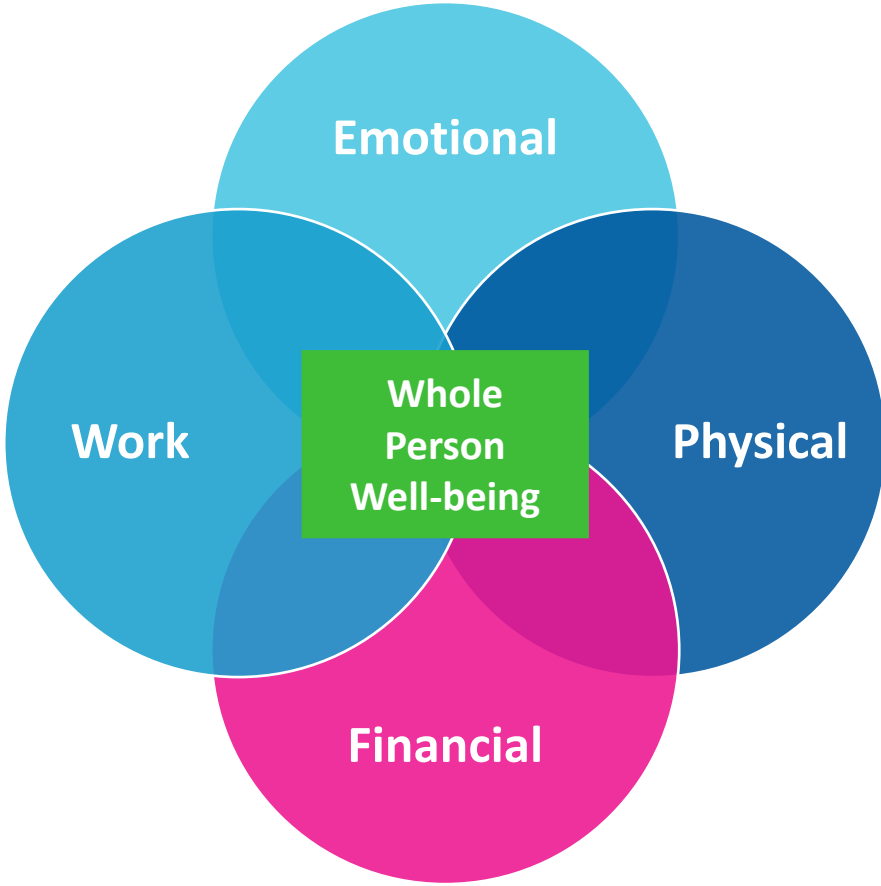
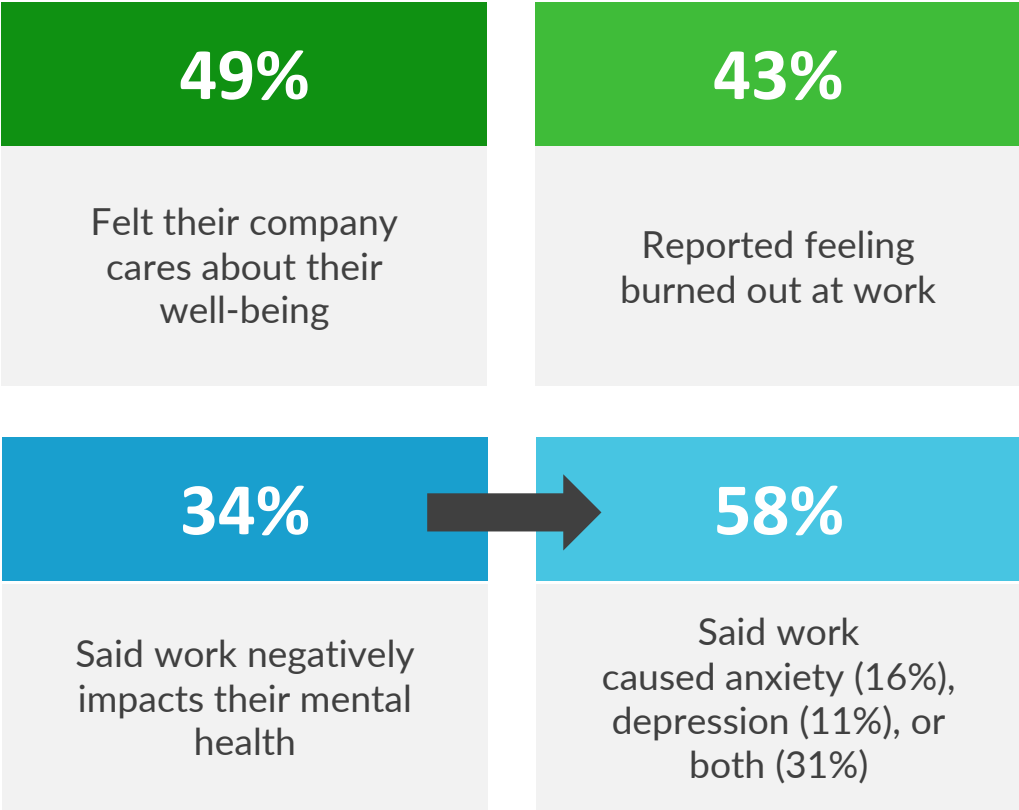
Thriving

- Normal mood
- Positive
- Calm
- Sleeping well
- Focused
- Eating normal

Excelling

- Cheerful, joyful
- Solution focused
- Energetic
- High performer
- Prioritizing sleep

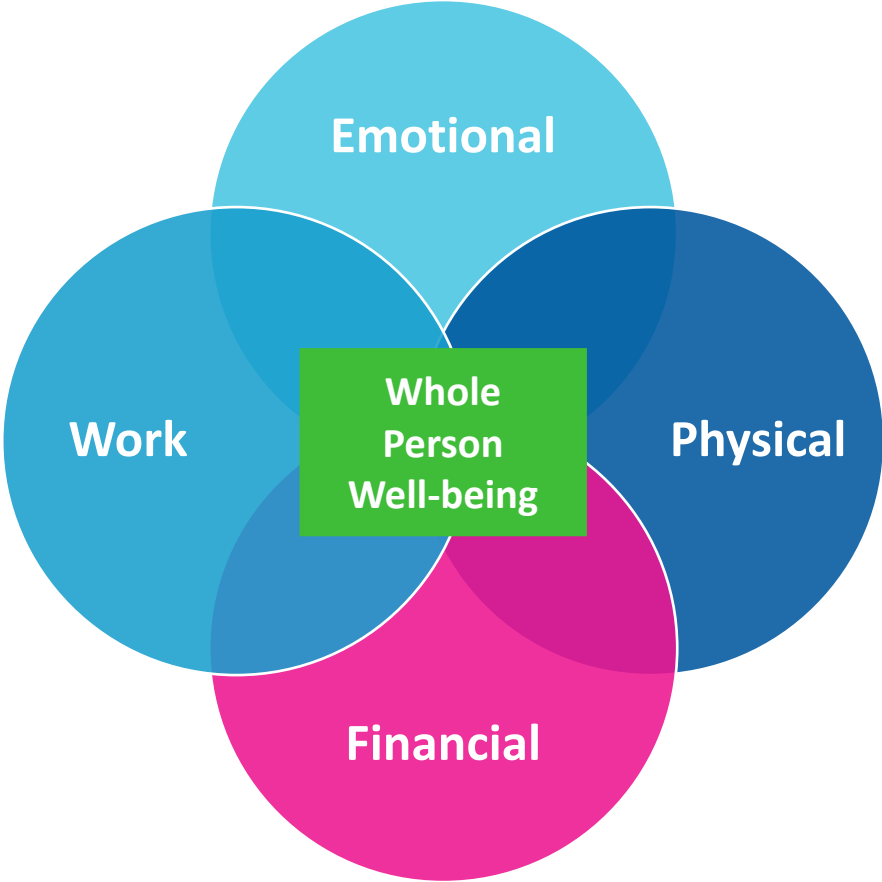
Current state of work stress and burnout



Organizational support for mental health

Work ↔ Mental Health

The workplace can
HELP or it can HARM



Poll Question 3:

How important is mental health support in the workplace, beyond ERC and insurance-related benefits?

- Extremely important
- Very important
- Somewhat important
- Slightly important
- Not important at all

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Organizational support for mental health

Legal and ethical standards

“Psychosocial risks affect both psychological health and safety, and health, safety and **well-being at work** more broadly. Psychosocial risks are also associated with economic costs to organizations and society.”

-ISO-45003 OH&S - Psychological health and safety at work, Guidelines for Managing Psychosocial Risks, 2021

“As an organization, developing your capacity to respond effectively when a mental illness arises is not just a “nice to do” and not just about legal compliance. It is **a key talent management practice** that clearly connects to your ability to fully leverage talent.”

-Americans with Disabilities Act (1990), ADA Factsheet, 2018

Psychological Safety

Psychological safety is comfort in...

Asking for help

Raising difficult issues,
disagreement

Making mistakes

Speaking up in
a group setting

Knowing I'm valued

Taking risks and
experimenting

Knowing my teammates
won't undermine me

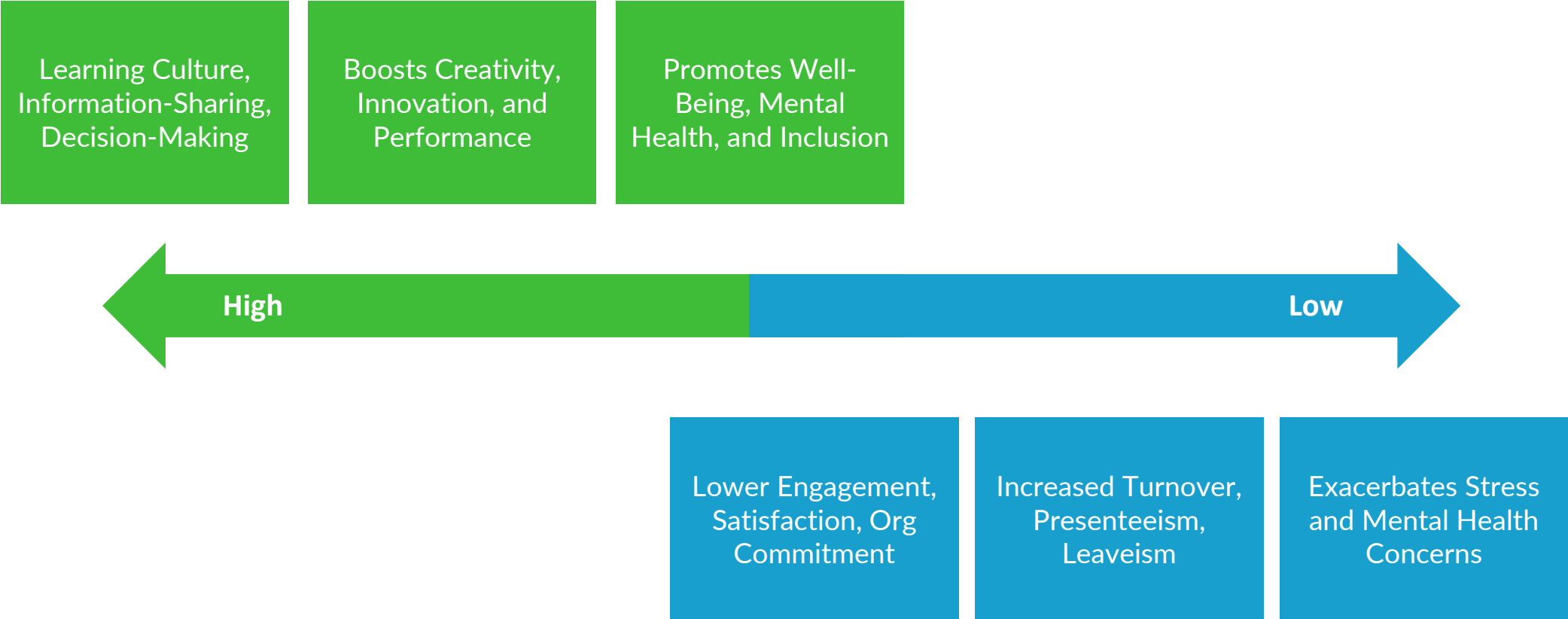
Giving and receiving
feedback



Amy Edmondson's Psychological Safety Model



Lasting effects of psychological safety



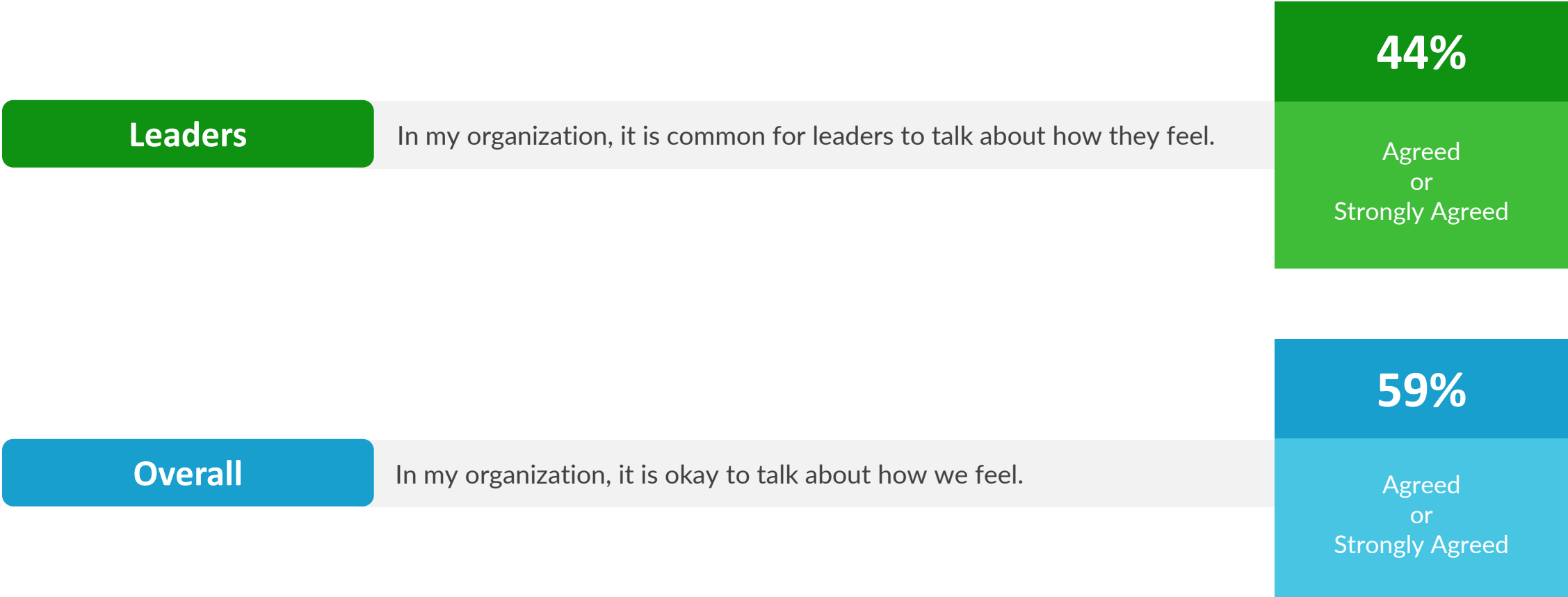
Psychological safety is comfort in...



How are employees feeling about this when it comes to disclosing a mental health concern at work?

Employee Sentiments Around Mental Health Support at Work

Normalizing conversations



Workplace accommodation questions

Awareness

If I needed to arrange accommodations to support my mental health concerns, I know who to contact.

Confidentiality

If I disclosed a mental health concern at my organization, I am confident it would remain confidential.

Confidence

I feel confident my employer would assist me in arranging accommodations for my mental health concerns.

Safety

I feel safe going to my manager with a mental health concern that requires accommodations.

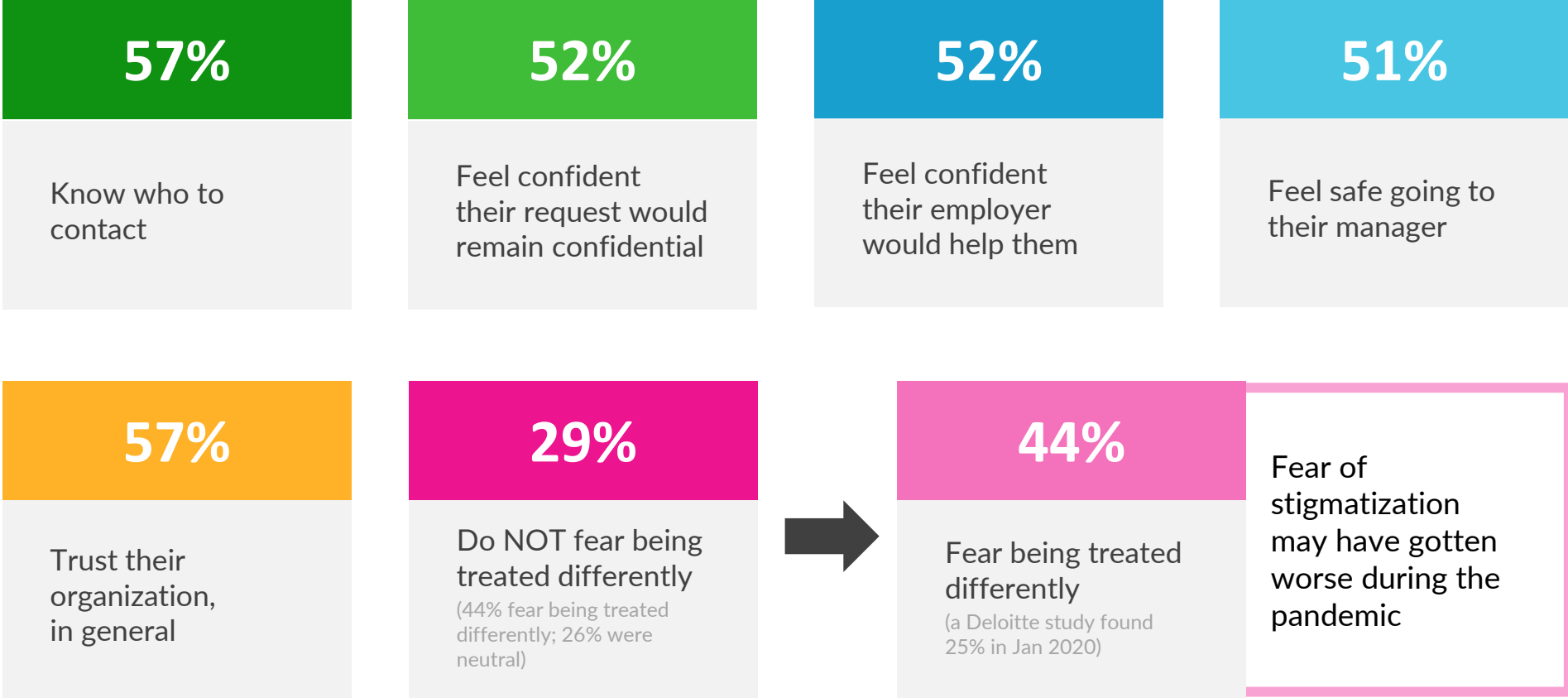
Trust

I trust my organization.

Fear

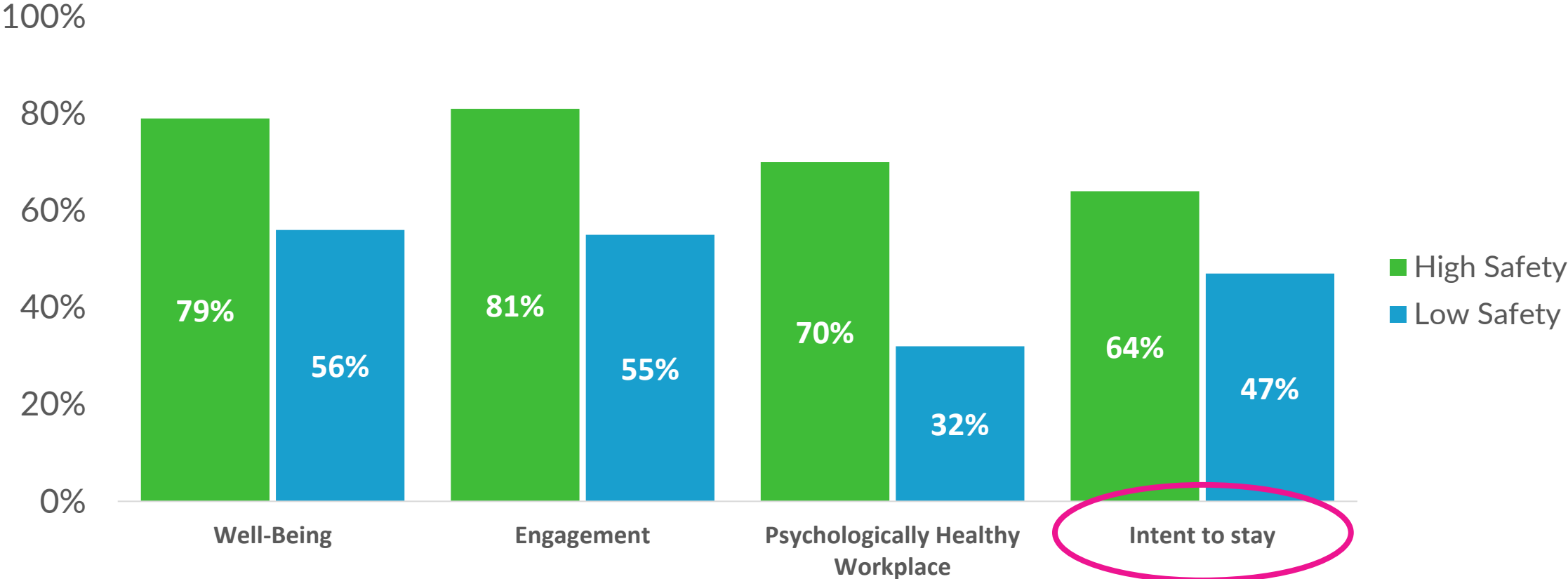
I fear being treated differently if I were to request accommodations.

Workplace support for mental health



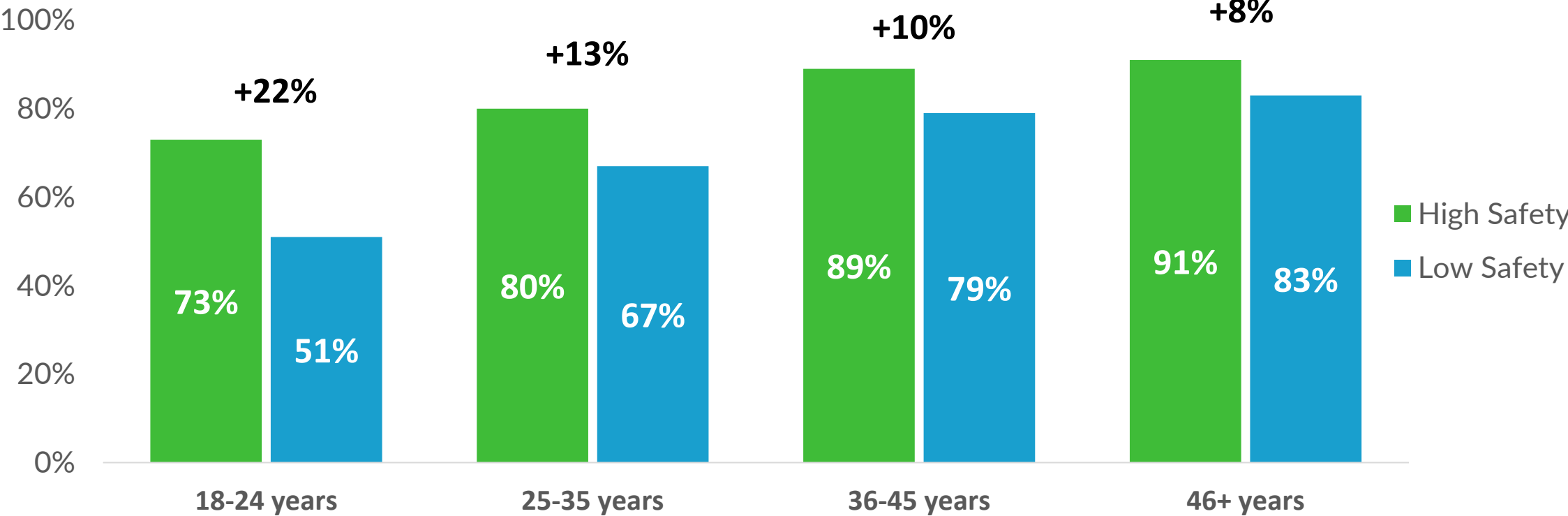
Workplace support for mental health

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Workplace support for mental health

Intent to stay at least one more year by age group



Barriers to disclosure

Reasons to not disclose (default)

- Fear of stigmatization
- Maintaining boundaries and confidentiality

Reasons to choose disclosure

- Triggering incident
- Cost/benefit analysis
- Stressful

Supportive work relationships are key



A higher level of trust is required for disclosure to a supervisor because of the **power imbalance**.

The role of managers

- Managers are in the best position to support their team members' mental health
- Managers are the first line of defense for their team members
- Every manager, across the hierarchy, can foster psychological safety on their team



What employees are saying

“That people should be safe to hear some of the mental health issues that [people] are experiencing. And that managers should be trained in mental health.”
(Australia)

“It's OK to talk about how you feel.” (US)

“Ensuring people have a safe space to approach their managers and speak to them about how they feel and the difficulties they have and that they will feel supported and not judged or penalised for it in any way.” (UK)

“It is very important to communicate with each other and with my manager and that the door will always be open.” (France)

Recommendations

How managers can support their team

- Talk, listen, be vulnerable, seek feedback
- Normalize/de-stigmatize mental health discussions
- Model the behavior
- Avoid conflicting messages
- Set the right expectations and tone
- Offer flexibility, where possible



How organizations can support managers

Managers need support!

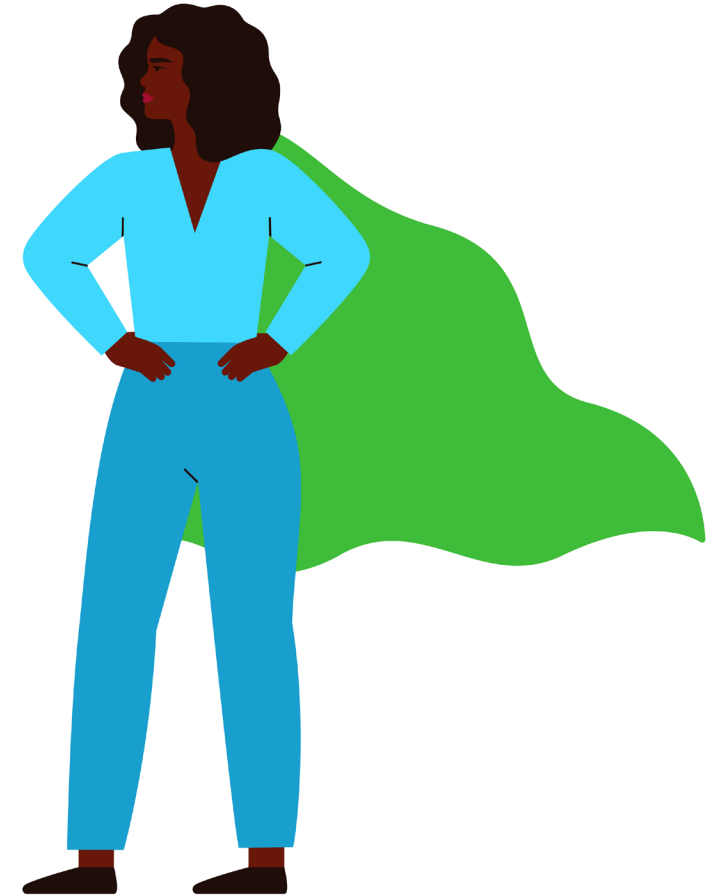
- Training
- Psychological & mental health literacy
- Company-wide standard for how to handle accommodation requests
 - Resources
 - Work reprioritization policies
 - Maintaining confidentiality

Create an accommodations team, support group, or Employee Resource Group



Deloitte's core standards for organizations

- Produce, implement, and communicate a mental health plan
- Make information, tools and resources accessible (helps improve literacy)
- Encourage open conversations about mental health
- Ensure healthy work-life balance and opportunities for development
- Make sure managers have regular conversations with their direct reports about their health and well-being
- Routinely monitor employee mental health and well-being



Accommodations examples

- Flexible schedule
- Job re-structuring
- Additional training
- Remote work
- Modified break schedule
- Job coach
- Counseling/therapy
- Mentoring
- Uninterrupted work time
- Rest area/private space
- Support animal
- Support person
- ID and Reduce triggers
- Apps/technology
- Alternative lighting
- Sound machine
- Noise canceling headphones
- Check lists, reminders, timers



It starts with leaders

Cement safe climate into culture

- Turn inward
- Observe
- Be vulnerable
- Demonstrate empathy
- Act with compassion
- Model values, expectations, and behaviors

Two goals:

1. **General:** Normalize well-being and mental health conversations
2. **Specific:** Safe to request resources, support, and accommodations if needed



Key takeaways

1

Psychological Safety For Mental Health

- People are struggling
- Companies can help
- “Lift all boats”

2

Key Talent Strategy

- Leverage current talent to their max potential
- Retain and attract talent, particularly the youngest generation

3

Group Effort

- Normalize and de-stigmatize
- Formalize support for managers
- It starts from the top

**Together, we can create
psychological safety for mental health at work
and better meet the needs and demands
of today's workforce.**



Thank You!

Jessi.Crast@limeade.com

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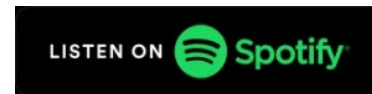


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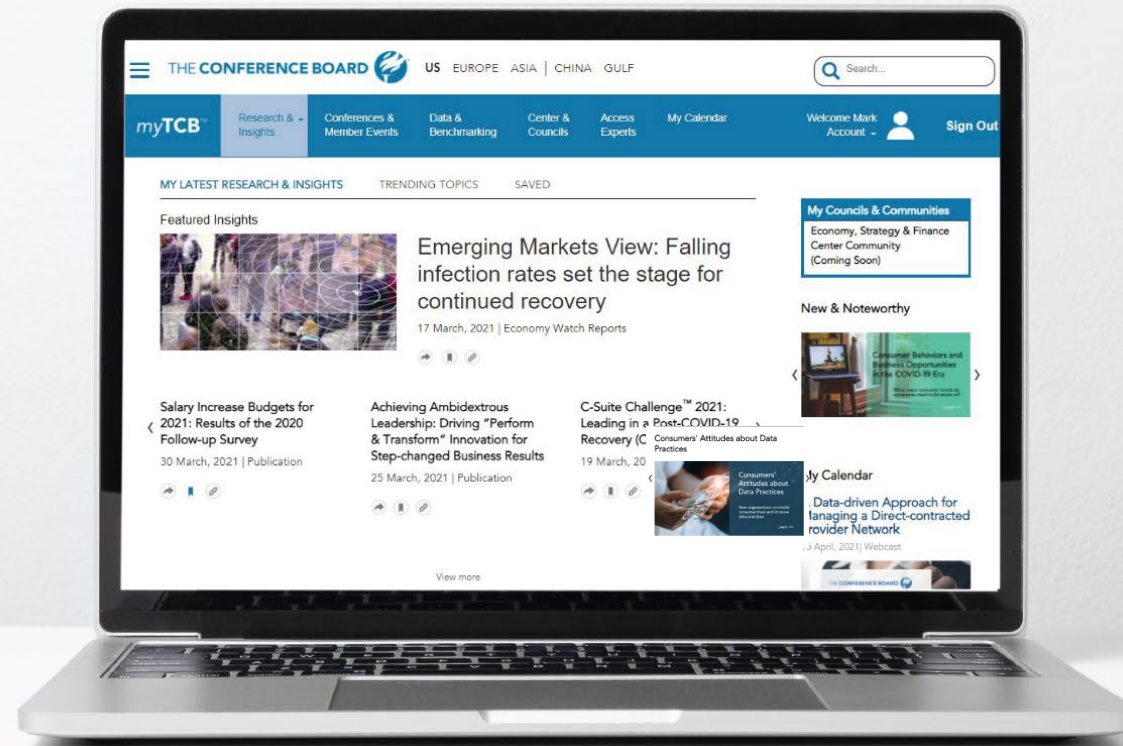
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