



International
Wellbeing Insights
People, Culture & Wellbeing



Stress Management Society
from distress to de-stress

Mental Health Ambassadors Training For Champions

Complete Handbook June 2022

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Contents

Welcome.....	4
Wellbeing GPS.....	5
Understanding Mental Health.....	6
Mental Health Evaluation Exercise.....	7
De-stigmatisation.....	8
The Bridge Analogy.....	9
I.D.E.A.L.S. Framework.....	10
I.D.E.A.L.S: Identify: Recognising Mental Ill-Health.....	11
Identify: Depression.....	12
Understanding Burnout.....	13
Identify: Anxiety.....	14
Identify: Stress.....	15
Boundary Setting.....	16
Your Own Personal Ground Rules.....	17
What's on Your Bridge? Signs & Symptoms.....	18
I.D.E.A.L.S: Develop a Connection (A.C.T).....	19
I.D.E.A.L.S: Engage in Conversation.....	20
I.D.E.A.L.S: Meaningful Connections.....	21
I.D.E.A.L.S: Actively Encourage (Feelings Wheel).....	22
H.A.R.D.....	23-24
A-B-C Request Formula.....	25



Contents

I.D.E.A.L.S: Listening Empathetically	26
Building Rapport: Mirroring & Matching	27
Typical Work-Related Mental Health Scenarios	28
Building Rapport: Pacing & Leading	29
Typical Work-Related Mental Health Scenarios	30
Providing Emotional Support	31
Supporting Remotely	31-35
Providing Support for Remote Workers	36
I.D.E.A.L.S.: Safeguard, Signpost & Support	37
The 9.00am Exercise	37
The 9.00am Exercise: I.D.E.A.L.S. Solutions	38
The 9.00am Exercise: Safeguarding	39
Risk Assessment Good Practice	40
Support Resources	41
Example Ground Rules: Coaching Agreement	42
Creating a Safe Space: Our Workshop Ground Rules	43
My Action Plan: 30/60 Day Challenge	44
About International Wellbeing Insights	45
Notes	46-47

WELCOME

Stress is the driving force that keeps us on our toes and ensures that we push to be the best we can be. However that is only valid up to a certain point. If we have too much stress and endless wear and tear, it can drive us into physical, mental and emotional exhaustion.

Certainly we can't avoid the problem. Situations arise on a day-to-day basis, which make physical, mental and emotional demands on us. There may be decisions that need to be made, deadlines that need to be met, and lessons to be learned.

Unreasonable stress affects one in five of the working population and after acute medical conditions it is the most common cause of long term sickness absence from work (CIPD Absence Management 2014).

Stress undoubtedly makes people ill. It is now known to contribute to heart disease, hypertension and high blood pressure, it affects the immune system, is linked to strokes, IBS (Irritable Bowel Syndrome), ulcers, diabetes, muscle and joint pain, miscarriage, allergies, alopecia and even premature tooth loss.

Therefore it is imperative to strike the right balance. As individuals, we must take stock of all aspects of our life and situations and learn to cope better.

Treat it early, and your prospects are good. Ignore the problem, and there is a risk that 'burnout' may become a permanent state of affairs.



WELLBEING GPS

In order for a GPS to plot the best route to your destination it needs two pieces of information:

- **Starting Point:** where you are now
- **Destination:** where you want to go

A Satnav can only work if it knows exactly where you are and a clear destination has been established in order to plot the optimal route to get there. A decent satnav will alter the route for any unexpected roadblocks, changes or traffic jams.

Without both current position and intended destination, the satnav cannot guide you – the same applies to your wellbeing journey.

There is also another piece of information that you need to keep you going throughout your journey: why do you want to get there?



UNDERSTANDING MENTAL HEALTH

Mental health is more important than ever and very much in the zeitgeist. Many of us feel under pressure to meet demands, perform life duties and maintain a certain lifestyle.

It is essential at both a personal and public level to promote and support wellbeing and mental wellness. Providing the right foundations for the Mental Health Champions will help create a more engaged, happy and high performing culture in our society.

MENTAL HEALTH RESEARCH

- **Mental health problems is a growing public health concern. The likelihood is that we all know someone who is affected by mental ill health – this could be a family member, friend or colleague**
- **Mental ill health in the workplace: 1 in 6 of us will experience depression, anxiety or problems relating to stress**
- **In the US, almost half of adults will experience a mental illness during their lifetime –**
Source: MHFA
- **Prevalent not just in the US, but around the world**
- **Mental ill-health naturally leads to absence, but Presenteeism (turning up to work whilst either physically or mentally unfit) accounts for double the losses of absences**
- **Working conditions and working environment can have a huge impact on mental health and equally, someone's mental health can have a significant impact to perform well in their job**
- **As part of an annual Gallup Poll the 2020 was officially the most stressful year in recent history, with a record-high 40% of adults worldwide saying they have experienced lots of stress**
- **Although work is good for mental health, a negative environment can lead to physical and mental health problems**
- **According to the National Alliance on Mental Illness (NAMI), mental illness is the leading cause of disability in the United States. Moreover, untreated mental health conditions cost the economy \$200 billion every year.**

Source: Centre for Mental Health, WHO, Gallup

MENTAL HEALTH EVALUATION EXERCISE

Before we begin looking at mental health, it may be helpful for you to think about your own, how it affects your life and to share this with a partner.

1. WHAT DOES MENTAL HEALTH MEAN TO YOU?

2. WHEN YOU HAVE POOR MENTAL HEALTH—WHAT IS THE CAUSE?

3. HOW DOES IT AFFECT YOU:

A. MENTALLY? (HOW YOU THINK)

B. EMOTIONALLY? (HOW YOU FEEL)

C. PHYSICALLY?

4. HOW OFTEN DOES IT AFFECT YOU?

5. HOW HAVE YOU BEEN DEALING WITH IT UNTIL NOW?

6. HOW COULD YOU DEAL WITH IT?

DE-STIGMATISATION

There is still often a stigma attached to mental illness, often resulting from the stereotypes and prejudice that result from misconceptions about mental illness. Stigma is two-fold:

PUBLIC STIGMA

The reaction that the general population has people with mental ill-health

SELF-STIGMA

The prejudice which people with mental ill-health turn against themselves

There are three components to both public and self-stigma: stereotypes, prejudice and discrimination.

	PUBLIC STIGMA	SELF-STIGMA
STEREOTYPE	Negative belief about a group. i.e. incompetence	Negative belief about self. i.e. incompetence
PREJUDICE	Agreement with belief and/or negative emotional reaction. i.e. anger, fear	Agreement with belief and/or negative emotional reaction. i.e. low self-esteem
DISCRIMINATION	Behaviour response to prejudice. i.e. avoidance, with-holding employment/housing opportunities or generally just withholding help	Behaviour response to prejudice (fails to pursue work/housing opportunities)

It may be helpful for you to think and reflect on your own experience of self and public-stigma.

PUBLIC-STIGMA:

For example, men are often more likely not to reach out for help with their mental health. Why do you think this is?

WHAT IDEAS CAN YOU THINK OF TO HELP DRIVE PEOPLE TO START REACHING OUT FOR HELP?

SELF-STIGMA:

WHAT HAS STOPPED YOU FROM ASKING FOR HELP?

THE BRIDGE ANALOGY



The Health & Safety Executive defines stress as ‘the adverse reaction people have to excessive pressures or other types of demand placed on them’.

This links very closely to one of our definitions of stress and poor wellbeing; a condition or feeling experienced when a person perceives that:

**“DEMANDS EXCEED THE PERSONAL AND SOCIAL RESOURCES
THE INDIVIDUAL IS ABLE TO MOBILISE.”**

International Wellbeing Insights uses ‘The Bridge’ analogy to approach the topic of mental health, wellbeing and stress. When a Bridge is carrying too much weight, it will eventually collapse. It is possible to see the warning signs before this happens, ‘The Bridge’ would bow, buckle and creak.

The same principle can be applied to human beings, with excessive demands and challenges placed on our bridges. There may be early warning signs. However stress can creep up on some of us, resulting in an unexpected breakdown.

‘The Bridge’ analogy can also be applied to a team or organisation as a whole by looking for more general signs such as team deadlines not being met or a decrease in team morale.

I.D.E.A.L.S: HOW TO APPROACH



IDENTIFY THE EARLY INDICATORS OF RISK OR MENTAL ILL-HEALTH

- SIGNS AND SYMPTOMS

DEVELOP A CONNECTION

- AUTHENTICITY
- CONNECTION
- TOPIC

ENGAGE IN CONVERSATION

- ASK THE RIGHT QUESTIONS

ACTIVELY ENCOURAGE

- TO BE OPEN ABOUT HOW THEY ARE FEELING
- IT'S OK TO BE NOT OK

LISTEN EMPATHETICALLY AND WITHOUT JUDGEMENT

IT'S GOOD TO BE IDEAL, BUT LET'S MAKE IT PLURAL...FOLLOW UP!

SAFEGUARD, SIGNPOST AND SUPPORT

- DUTY OF CARE: KEEPING EVERYONE SAFE
- RELEVANT PROFESSIONAL HELP AND SUPPORT RESOURCES
- ENCOURAGE WAYS TO TAKE PERSONAL RESPONSIBILITY FOR SELF-HELP

RECOGNISING MENTAL ILL-HEALTH

COMMON MENTAL ILLNESS

- Often, people feel isolated and that they are the only one experiencing a mental health problem, however, there are some mental health problems that are common for people to experience (including depression, anxiety and stress)
- The signs and symptoms of mental ill-health are often different and can vary depending on the mental health problem. Generally, these symptoms will have an effect on behaviours, emotions and thoughts
- The signs and symptoms can display as physical problems—i.e. headache, back pain, nausea, muscle tension
- Some people can have more than one mental health problem: it is not uncommon for someone with an anxiety disorder to suffer from depression as well or vice versa. Almost half of individuals diagnosed with depression are also diagnosed with an anxiety disorder
- NICE describes 3 different levels of mental health problems that a person may experience at different times —mild, moderate and severe:

MILD WHEN A PERSON HAS A SMALL NUMBER OF SYMPTOMS WITH A LIMITED EFFECT ON DAILY LIFE

MODERATE WHEN A PERSON HAS MORE SYMPTOMS THAT CAN MAKE THEIR DAILY LIFE A LOT MORE DIFFICULT THAT WHAT IT NORMALLY IS

SEVERE WHEN A PERSON HAS MANY SYMPTOMS, MAKING THEIR LIFE EXTREMELY DIFFICULT

Source: NICE, ADAA

SIGNS AND SYMPTOMS INCLUDE:

- LOW ENERGY
- EXCESSIVE WORRYING
- CHANGES IN EATING HABITS
- EXTREME MOOD CHANGES
- WITHDRAWING FROM FRIENDS AND FAMILY
- AVOIDING CERTAIN SITUATIONS
- FEELING IRRITATED
- REDUCED CONCENTRATION
- DEPRESSED MOOD
- DISTURBANCES IN SLEEP
- DIFFICULTY DEALING WITH DAILY PROBLEMS
- HEADACHES, SWEATING, NAUSEA

Foundation, Mayoclinic

DEPRESSION

EARLY IDENTIFICATION

The World Health Organisation (WHO) defines depression as:

“a common mental health disorder that is characterised by persistent sadness and a loss of interest and a loss of interest in activities that you normally enjoy, accompanied by an inability to carry out daily activities, for at least 2 weeks”

- Globally, it is estimated that 264 million people suffer from depression
- Many people who suffer from depression also suffer from symptoms of anxiety
- Depression has been cited as the leading cause of disability worldwide
- Costing over \$51 billion in absenteeism from work and lost productivity, depression has become one of Americas most costly illnesses
- Depression ranks among the top 3 workplace problems for employee assistance professionals

SIGNS AND SYMPTOMS

- A LOSS OF ENERGY
- A CHANGE IN APPETITE
- SLEEPING MORE OR LESS
- ANXIETY
- REDUCED/POOR CONCENTRATION
- BEING INDECISIVE
- FEELINGS OF WORTHLESSNESS
- NEGATIVE THOUGHTS
- GUILT/HOPELESSNESS
- THOUGHTS OF SELF-HARM/SUICIDE
- FEELING LOW, TEARFUL
- LOSING PLEASURE AND INTEREST IN THINGS THAT WERE ONCE ENJOYABLE
- PROBLEMS WITH MEMORY
- BEING RESTLESS
- OFTEN LACKING CONFIDENCE
- SELF-CRITICAL
- LASTING FEELS OF UNHAPPINESS
- DEPRESSED MOOD
- FEELING IRRITABLE

Source: WHO, Mental Health Foundation,
Mental Health America

UNDERSTANDING BURNOUT

The 11th Revision of the International Classification of Diseases 11 (ICD-11) defines burnout as

“a syndrome conceptualized as resulting from chronic workplace stress that has not been successfully managed”.

Moreover, according to the ICD-11’s definition, burn-out is characterized into three dimensions:

FEELINGS OF ENERGY DEPLETION OR EXHAUSTION

INCREASED MENTAL DISTANCE FROM ONE’S JOB, OR FEELING OF NEGATIVISM OR CYNICISM

REDUCED PROFESSIONAL EFFICACY

OTHER SIGNS AND SYMPTOMS OF BURNOUT:

- **COMPULSION TO PROVE ONESELF**
- **PUSH TO WORK HARDER**
- **NEGLECTING PERSONAL NEEDS**
- **INCREASED PERCEPTION OF CONFLICT**
- **WITHDRAWAL FROM SOCIAL SITUATIONS**
- **A REVISION OF YOUR VALUE SYSTEM, SELF-WORTH BASED JOB**
- **DENIAL OF PROBLEMS AND/OR BELIEVE THAT OTHERS ARE LAZY**
- **OBVIOUS BEHAVIOURAL CHANGES NOTICED BY OTHERS**
- **LOSS OF CONTACT WITH SELF**
- **FEELINGS OF INNER EMPTINESS**
- **LOW MOOD, DEPRESSION**
- **DISTORTED SENSE OF TIME**
- **MENTAL, EMOTIONAL OR PHYSICAL COLLAPSE**

ANXIETY

EARLY IDENTIFICATION

The American Psychological Association defines anxiety as:

“an emotion characterized by feelings of tension, worried thoughts and physical changes like increased blood pressure”

It is normal for everyone to have feelings of anxiety, but it becomes a problem when it becomes difficult to control. Anxiety disorders are the most common mental illness in the US, affecting 40 million adults in the US aged 18 and older, which is 18.1% of the population every year.

The recent study conducted during the pandemic shows that 1 in 3 adults are depressed or anxious due to COVID-19.

Anxiety disorder is an umbrella term with there being different types of anxiety disorder, including:

Generalized Anxiety Disorder

Post-Traumatic Stress Disorder (PTSD)

Panic Disorder

Health Anxiety

Obsessive Compulsive Disorder (OCD)

Specific Phobias

Social Anxiety Disorder

Anxiety disorders share some common signs and symptoms, but these along with the treatment method and severity of the anxiety disorder may vary

SIGNS AND SYMPTOMS

- FEELING IRRITABLE
- REDUCED CONCENTRATION
- DIFFICULTY SLEEPING
- FEELING RESTLESS
- HEART PALPITATIONS (STRONG, FASTER, IRREGULAR HEARTBEAT)
- SHORTNESS OF BREATHE
- HEADACHES
- SWEATING
- CONSTANT FEELINGS OF PANIC AND FEAR
- A FEELING OF BEING 'ON-EDGE'
- NOT DOING THE THINGS YOU ONCE ENJOYED
- ACTIVELY AVOIDING CERTAIN SITUATIONS
- FEARS AND WORRIES THAT ARE OUT OF PROPORTION AND OVERWHELMING
- DIFFICULTY CONTROLLING YOUR WORRIES
- FEELING SELF-CONSCIOUS ABOUT EVERYDAY SOCIAL SITUATIONS
- FIXATING ON OTHERS JUDGING YOU OR BEING EMBARRASSED
- FEELING DIZZY OR NAUSEA
- DIFFICULTY GOING ABOUT EVERYDAY LIFE
- FEELING PANICKED—PANIC ATTACKS
- TENSE MUSCLES
- EXCESSIVE WORRIES

Source: American Psychological Association, NHS, Mental Health Foundation, WebMD, ADAA

STRESS

EARLY IDENTIFICATION OF STRESS AND STRESS-RELATED PROBLEMS

It isn't always possible to prevent stress, so a key action in order to minimise risk is to identify stress-related problems as early as possible, so that action can be taken before serious stress-related illness occurs (thus preventing a costly outcome for all concerned).

One of the difficulties with stress is that people experience it in different ways. It would be unwise to overgeneralise when advising on how to identify stress in others. However, because stress can have adverse effects, it will usually present in forms that are out of the ordinary for the individual.

There will be changes in the stressed person; emotional, physical, behavioural, or a combination of all three.

The key thing is to look out for negative changes of any kind. Bear in mind that the negative changes are also likely to have knock-on effects e.g. reduced performance at work.

Of course, we all experience 'bad days', so we are really talking about situations where people display these negative changes for a period of time (e.g. 5 days in a row).

CERTAIN FACTORS AT WORK MAY INDICATE A POTENTIAL PROBLEM

- MORE ACCIDENT PRONE
- FORGETTING THINGS
- SHOWING A NEGATIVE CHANGE IN MOOD OR FLUCTUATIONS IN MOOD
- AVOIDING CERTAIN SITUATIONS OR PEOPLE
- USING MORE VERY NEGATIVE OR CYNICAL LANGUAGE
- BECOMING WITHDRAWN
- SHOWING A PROLONGED LOSS OF SENSE OF HUMOUR
- BECOMING INCREASINGLY IRRITABLE OR SHORT-TEMPERED
- ARGUMENTS AND DISPUTES BETWEEN PEOPLE
- A TENDENCY TO SUFFER FROM HEADACHES, NAUSEA, ACES AND PAINS, TIREDNESS AND POOR SLEEPING PATTERNS
- INDECISIVENESS AND POOR JUDGEMENT
- SELF-HARMING
- A PROBLEM WITH DRINKING OR DRUG TAKING
- LOOKING HAGGARD OR EXHAUSTED ALL THE TIME
- INABILITY TO THINK CREATIVELY

BOUNDARY SETTING

SETTING THE ROLE & ESTABLISHING PROFESSIONAL BOUNDARIES

This is about the importance of what is and what is not acceptable to both parties, determining what this relationship actually is. In this role it is important to set boundaries to protect yourself, as well as the individual. There are three boundaries that we want you to explore:

PERSONAL BOUNDARIES What your own boundaries are

ORGANISATIONAL BOUNDARIES

Checked that they align with organisation values for example

ROLE BOUNDARIES

The boundaries you will establish in your role as a Champion/Ambassador

PERSONAL BOUNDARIES	ORGANISATIONAL BOUNDARIES	ROLE BOUNDARIES
DO	DO	DO
Keep an open dialogue with the wider Mental Health Champions Team	Work within time available: support champions in balancing role & day job.	Be friendly, listen without judgement
Be aware of your own mental health & take steps to keep mental wellbeing in check	Organisation Policies & Guidelines: Protect Champion & employees	Make sure you have the right resources (training, correct contacts for signposting, etc.) to provide support
Be open-minded	Line Managers to be involved in what champions role involves & are clear with how they can support & facilitate	Be clear about your personal boundaries and what you can and can't do; manage expectations
Talk to someone if needed- without breaking confidentiality (i.e. partner, friend/champion/EAP)	What champions can expect from the business: support from senior leaders & buy-in. Plus leader from H&W	Be clear about our role boundaries and when we must break confidentiality if they are putting themselves or others in danger of harm
Keep to working hours only	Provide Training that is adequate & timely	Speak to other Champions/Safeguarding Officer if you need support
Avoid sharing personal information unless relevant and comfortable to do so	Function proactively- within organisation, talk to peers & promote role	Align with your line manager to make sure you have the time and resources to support
Accept sometimes its ok to say- not right now	Give access to Communication channels: Town Halls, BU Meetings etc.	Let people know you're a mental health champion, and there as a resource!
Be able to say no	Share ideas of areas of improvement	
Be able to assert boundaries within an interaction if needed - restrictions on amount of time. Control depth of issues (identify where to signpost early on).	Be aware of confidentiality requirements	
Establish a buddy within the Champions Team		
DON'T	DON'T	DON'T
Take it home with you or over-analyse	Take on organisation's responsibilities	Try to fix
Take it personally or make it personal	Go against the organisation's procedures	Promise (i.e. solution or confidentiality) overcommit; be realistic
Allow their experiences to trigger yours		Try to be a professional: Avoiding counselling, advice, or opinions
Feel responsible for colleagues or feel guilty if we weren't able to help them or resolve their issues personally		Encourage bad behaviours/thinking
		Discuss private conversations with anyone else, and if we need to break confidentiality make sure we speak to the right person and only the person

YOUR OWN PERSONAL GROUND RULES

YOU HAVE BEEN ASKED TO THINK ABOUT YOUR OWN PERSONAL GROUND RULES AND BOUNDARIES THAT YOU WILL LIVE BY AND COMMUNICATE TO PERSON IN NEED IN THIS ROLE

THINK ABOUT CONFIDENTIALITY, SAFEGUARDING, DUTY OF CARE, CREATING TRUST AND A SAFE ENVIRONMENT - FOR YOURSELF AND PERSON IN NEED .

WHAT DO YOU REGARD AS GOOD PRACTICE? WHAT ARE YOUR GROUND RULES AND BOUNDARIES? WHY ARE THESE IMPORTANT TO YOU?

COMMIT YOUR THOUGHTS TO PAPER BEFORE SHARING WITH A PARTNER, WE WILL THEN EXPLORE THIS IN THE MAIN GROUP

WHAT'S ON YOUR BRIDGE?



1. We don't have a Work Bridge and Personal Bridge, it all goes to the same place and we tend to carry it around with us. Take a moment to think about what is on YOUR Bridge.

-
2. What are the signs and symptoms that you display when your Bridge is bowing and buckling. Take a moment to think about what that means for YOUR Bridge.

I.D.E.A.L.S: DEVELOP A CONNECTION: A.C.T.

A.C.T.

MOST INTERACTIONS START WITH SMALL TALK, WHEN WAS THE LAST TIME YOU WERE IN A MEETING THAT DIDN'T START THIS WAY? IT'S A NATURAL WAY FOR PEOPLE TO CONNECT. START WITH A QUESTION THAT WILL BUILD UP TO A CONVERSATION THAT MEETS THE A.C.T. CRITERIA:

A THERE'S AUTHENTICITY

WHAT DOES AUTHENTICITY MEAN TO YOU?

C THERE'S A CONNECTION

WHAT DOES CONNECTION MEAN TO YOU?

T THERE'S A TOPIC THAT WILL GIVE THEM TASTE OF WHO YOU ARE

WHAT ARE YOUR GO-TO SUBJECTS?

I.D.E.A.L.S: ENGAGE IN CONVERSATION

HOW ARE YOU...GOING TO ASK THE RIGHT QUESTIONS?

WHY BOTHER ASKING A QUESTION THAT IS ALMOST GUARANTEED TO GENERATE NO NEW INFORMATION? THAT'S WHY THE QUESTION, "HOW ARE YOU?," IS IN NEED OF A DRASTIC MAKEOVER.

WHEN ASKING "HOW ARE YOU?", 99% OF THE TIME—WHAT IS THE RESPONSE? "...ALRIGHT" SOMETIMES, THE RESPONDENT DOESN'T EVEN ANSWER, THEY SIMPLY BOUNCE THE QUESTION BACK

LET'S THINK ABOUT ASKING BETTER QUESTIONS, PARTICULARLY IN A WAY THAT SHOWS YOU ARE GENUINELY ASKING ABOUT THE PERSON'S LIFE. OR BETTER YET, IN A WAY THAT SHOWS GENUINE CARE AND LEADS TO NEW INFORMATION THAT CAN INSPIRE POSITIVE ACTION.

SOME OF THOSE QUESTIONS MIGHT BE:

- "WHAT'S ON THE BRIDGE?"
- "HOW'S YOUR BRIDGE?"
- "WHAT'S YOUR CURRENT STATE OF MIND?"
- "WHAT ARE YOU LOOKING FORWARD TO THIS WEEK?"
- "WHAT IS GOING WELL THIS WEEK?"

WHAT ARE EXAMPLES OF A MORE PRODUCTIVE QUESTION THAN 'HOW ARE YOU?'

AS CHAMPIONS, HOW COULD WE USE THIS?

I.D.E.A.L.S: MEANINGFUL CONNECTIONS

AS A MENTAL WELLBEING CHAMPION:

IN WHAT KIND OF SETTING SHOULD YOU MEET WITH THE PERSON IN NEED? WHY?

WHAT KIND OF SEATING ARRANGEMENT? WHY?

HOW WILL YOU START THE CONVERSATION? WHY?

HOW COULD YOU USE A.C.T TO DEVELOP A CONNECTION?

IF ANYONE FEELS UNCOMFORTABLE; WHAT COULD YOU DO? WHY?

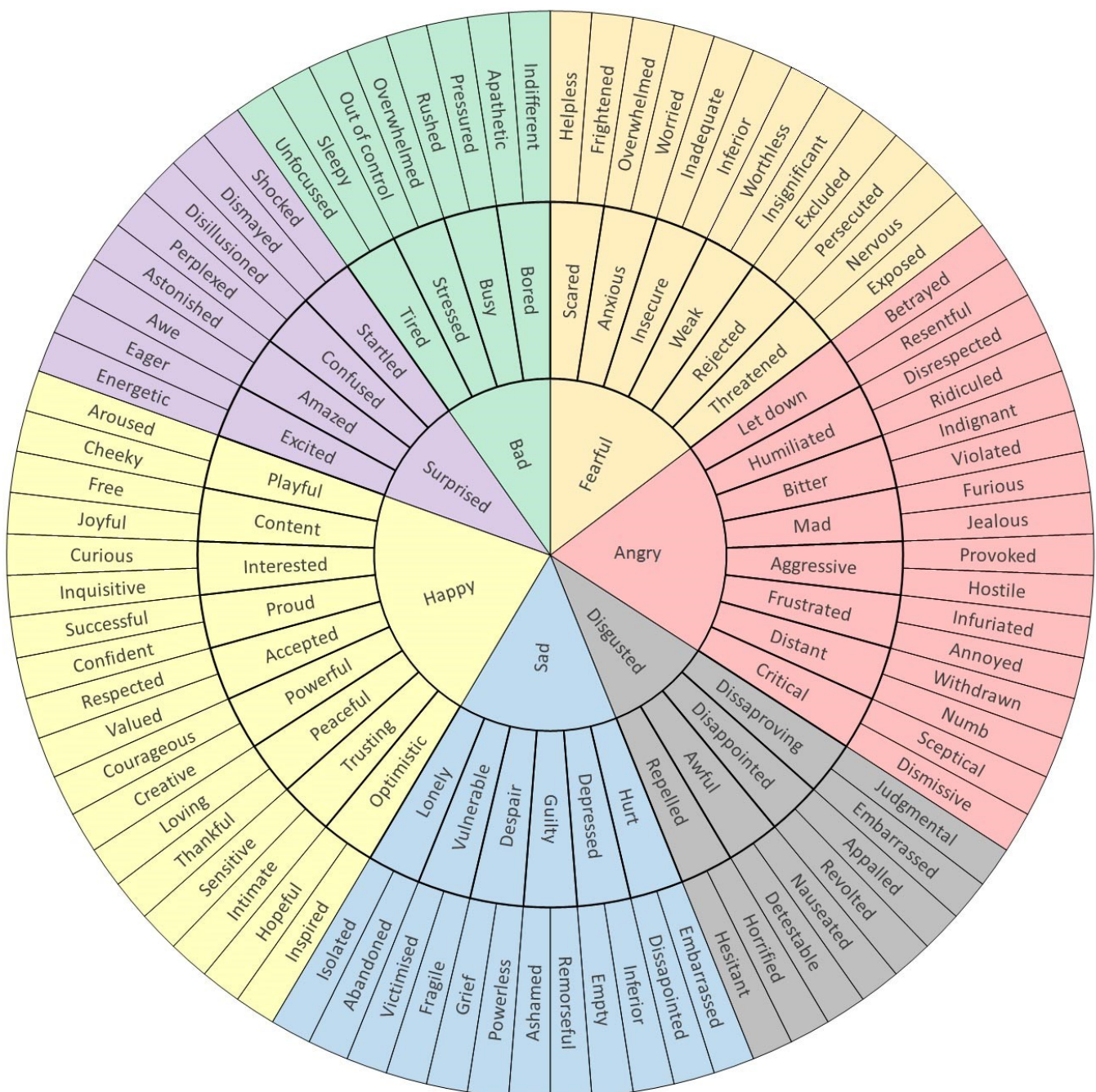
I.D.E.A.L.S: ACTIVELY ENCOURAGE

THE FEELINGS WHEEL

All of us can probably become more precise in identifying what we feel. There is no one way to “map” emotions and how they relate to each other, but the Feelings Wheel, developed by Dr. Gloria Willcox, illustrates the wealth of emotions available to us.

As you can see, the middle wheel contains more specific versions of the feelings in the central wheel. The outer wheel contains common responses to those feelings. So for instance when you're excited you might be more daring, and when you feel hurt you might become more distant.

As Mental Health Champions, how could we use this? As a guide to identify our own emotions? Identify someone else's or help them to determine how they are feeling?



ASSERTIVE COMMUNICATION

ASSERTIVE COMMUNICATION CAN BE H.A.R.D.

HONEST
APPROPRIATE
RESPECTFUL
DIRECT

PASSIVE		PASSIVE/AGGRESSIVE		AGGRESSIVE	
N	HONEST	N	HONEST	Y	HONEST
Y	APPROPRIATE	N	APPROPRIATE	N	APPROPRIATE
Y	RESPECTFUL	N	RESPECTFUL	N	RESPECTFUL
N	DIRECT	N	DIRECT	Y	DIRECT

PASSIVE (NON-ASSERTIVE)	PASSIVE AGGRESSIVE (INDIRECT RUDENESS)	AGGRESSIVE (RUDE)
<ul style="list-style-type: none"> • Avoid expressing their ideas or feelings • Over-asking for permission or clearance • More listening than talking • Deflated tone and body language • Apologetic, over self-deprecating, could even start a sentence with "Sorry...", "I'm probably wrong..." • Fail to express their feelings, needs, or opinions • Tend to speak softly or apologetically • Exhibit poor eye contact and slumped body posture 	<ul style="list-style-type: none"> • Indirectly express their ideas or feelings • Resents or outright opposes the instructions of others, though they may still do what they're told • Delays finishing a task that someone else requested or makes intentional mistakes • Has a sarcastic or argumentative attitude • Routinely complains about feeling underappreciated to the wrong people • Withholds information • Criticises/Gossips about others • Can play 'the victim' • Pretending not to know about a work deadline where a co-worker is counting on them and not getting the work done • Backing out commitments last minute • Social or Professional exclusion - intentionally leaving people out events or meetings 	<ul style="list-style-type: none"> • One-upmanship, point scoring and put-downs • Pursue their own wants and needs in a fashion detrimental to others • Verbally (and/or physically) abusive • Try to dominate, can invade personal space or encroach boundaries • Use humiliation to control • Criticise, blame, or attack • Be very impulsive • Have low frustration tolerance • Speak in a loud, demanding, and overbearing voice • Act threateningly and rudely • Do not listen well • Interrupt frequently • Use "you" statements

ASSERTIVE COMMUNICATION

ASSERTIVE COMMUNICATION IS H.A.R.D.

HONEST

APPROPRIATE

RESPECTFUL

DIRECT

ASSERTIVE COMMUNICATION STYLE

Y

HONEST

Y

APPROPRIATE

Y

RESPECTFUL

Y

DIRECT

- LISTENS WITHOUT INTERRUPTION
- STANDS UP FOR THEIR RIGHTS BY CLEARLY STATING NEEDS AND WANTS IN A FACTUAL MANNER
- KEEPS A GOOD DEGREE OF EYE CONTACT
- USES THE APPROPRIATE SPEAKING VOLUME
- USES CONFIDENT BODY LANGUAGE
- USES “I...” STATEMENTS
- COMMUNICATES RESPECT FOR OTHERS
- FEELS IN CONTROL OF SELF
- SPEAKS IN A CALM AND CLEAR TONE OF VOICE
- HAS A RELAXED BODY POSTURE
- FEELS CONNECTED TO OTHERS
- IS ACCOUNTABLE FOR THEIR OWN MISTAKES
- TAKES RESPONSIBILITY TO MAKE AMENDS
- DOES NOT ALLOW OTHERS TO ABUSE OR MANIPULATE THEM
- CAN GIVE AN OPINION OR SAY HOW THEY FEEL
- CAN ASK FOR WHAT THEY WANT OR NEED
- CAN DISAGREE RESPECTFULLY
- CAN OFFER IDEAS AND SUGGESTIONS
- CAN SAY NO WITHOUT FEELING GUILTY
- CAN SPEAK UP FOR SOMEONE ELSE WHEN APPROPRIATE

A - B - C - REQUEST FORMULA

IT CAN BE DIFFICULT COMMUNICATING AND EXPRESSING YOUR OWN THOUGHTS, FEELINGS, AND OPINIONS IN A WAY THAT MAKES YOU UNDERSTOOD BY OTHERS, WHILST NOT DISMISSING THE OTHER PERSON'S THOUGHTS, FEELINGS, OR OPINIONS.

EASIER SAID THAN DONE? IT'S OK, WE HAVE A FORMULA: A - B - C - REQUEST!

A	B	C	REQUEST
I...STATEMENT	NAME THE BEHAVIOUR	SPECIFIC EXAMPLE	PROPOSE AN OUTCOME
I felt supported and acknowledged	when you recognised my effort whilst giving	yesterday morning	and I would like you to use that approach with me in the
I felt angry and humiliated	when you criticised me	in front of the children in Monday	and I would like you to discuss things with me in private in a respectful manner in the future
I feel worried	if you don't call me	when you work away	and I would like you to call or text to let me know you
I was late and felt disappointed	because you used all of the petrol/gas	after you used my car on Wednesday	I would like you to leave enough for me from now on
I feel unappreciated and demotivated	if you don't say 'Thank you'	when I help you	I would like you to do this because it is important to me and I want to keep helping you
I feel loved	when you hug me	When you come home	...let's do more of that!

A	B	C	REQUEST
I...STATEMENT	NAME THE BEHAVIOUR	SPECIFIC EXAMPLE	PROPOSE AN OUTCOME

I.D.E.A.L.S: LISTENING EMPATHETICALLY

SYMPATHY: feelings of pity and sorrow for someone else's misfortune.

EMPATHY: the ability to understand and share the feelings of another.

HOW MANY TIMES HAVE YOU BEEN AMAZED AT HOW COMMUNICATION CAN GO BADLY WRONG?

HOW EASY IT IS FOR THE SLIGHTEST GESTURE OR TONE OF VOICE TO BE TAKEN THE WRONG WAY?

AS YOU WILL KNOW AS A CHAMPION IT IS IMPORTANT TO PUT YOURSELF IN OTHER PEOPLE'S SHOES AND PROVIDE EMOTIONAL SUPPORT. WHEN ENGAGING WITH YOUR PERSON, CONSIDER PROFESSOR ALBERT MEHRABIAN'S COMMUNICATION MODEL, WHICH STATES THE FOLLOWING PERCENTAGES WHEN COMMUNICATING FEELINGS OR ATTITUDES:

- **BODY LANGUAGE / FACIAL EXPRESSION ACCOUNTS FOR 55% OF MEANING**
- **STONE OF VOICE ACCOUNTS FOR 38%**
- **WORDS ACCOUNT FOR JUST 7%**

UNDERSTANDING SOMEONE'S BODY LANGUAGE IS VITAL WHEN COMMUNICATING AND EMPATHISING WITH THEIR CURRENT STATE.

PROVIDING EMOTIONAL SUPPORT DOESN'T MEAN ACTING AS A COUNSELLOR OR THERAPIST, BUT AS A CHAMPION/AMBASSADOR YOU HAVE AN INTEREST IN MAINTAINING GOOD RELATIONSHIPS AND A PRODUCTIVE WORKPLACE, SO THERE ARE MANY PRACTICAL WAYS YOU CAN SUPPORT PERSON IN NEED.



BUILDING RAPPORT: MIRRORING & MATCHING

- **WHAT ACTION MAKES THE DIFFERENCE IN FEELING COMFORTABLE AND ACKNOWLEDGED BY SOMEONE, EVEN IF THEY ARE DISAGREEING WITH WHAT YOU SAY?**
- **HOW IS IT THAT SOME PEOPLE YOU MEET YOU INSTANTLY LIKE - WHILE OTHERS YOU CAN'T GET AWAY FROM FAST ENOUGH?**
- **WHY CAN YOU TALK TO SOME PEOPLE FOR HOURS AND IT SEEMS LIKE MINUTES?**

THE ANSWER TO ALL OF THESE QUESTIONS IS RAPPORT - THE MOST IMPORTANT PROCESS IN ANY COMMUNICATION.

RAPPORT IS THE ABILITY TO ENTER SOMEONE ELSE'S WORLD, TO MAKE THEM FEEL THAT YOU UNDERSTAND THEM, THAT YOU HAVE A STRONG COMMON BOND. RAPPORT IS THE ABILITY TO SEE EACH OTHER'S POINT OF VIEW (NOT NECESSARILY TO AGREE WITH IT), TO BE ON THE SAME WAVELENGTH AND TO APPRECIATE EACH OTHER'S FEELINGS.

MIRRORING & MATCHING

AN EFFECTIVE TECHNIQUE IN ESTABLISHING RAPPORT QUICKLY IS TO MIRROR AND MATCH ELEMENTS OF A PERSON'S BEHAVIOUR DURING COMMUNICATION, SUCH AS BODY LANGUAGE AND TONE.

PAYING ATTENTION TO JUST THESE TWO ELEMENTS CAN MAKE YOU MOST LIKE THE OTHER PERSON WITHOUT THEIR BEING AWARE THAT THIS IS OCCURRING – THAT'S THE KEY TO BUILDING EMPATHY.

MIRRORING

REFERS TO THE SIMULTANEOUS 'COPYING' OF THE BEHAVIOUR OF ANOTHER PERSON, AS IF REFLECTING THEIR MOVEMENTS BACK TO THEM.

WHEN DONE WITH SKILL AND DISCRETION, MIRRORING CREATES A POSITIVE FEELING AND RESPONSIVENESS IN YOU AND OTHERS.

MATCHING

REFERS TO YOUR RESPONSE OVER A LONGER PERIOD OF TIME; IF THE PERSON UNCROSSES THEIR LEGS AND LEANS TO ONE SIDE WHILE SPEAKING, YOU SHOULD WAIT FOR A FEW SECONDS AND THEN DISCRETELY ADOPT THE SAME POSTURE.

TYPICAL WORK-RELATED MENTAL HEALTH SCENARIOS

CHOOSE ONE OF THE SCENARIOS AND UTILISE THE MIRROR/MATCHING TECHNIQUE. THINK ABOUT MEHRABIAN'S THREE ELEMENTS OF COMMUNICATION: BODY LANGUAGE, TONE AND WORDS.

ACT LIKE A MIRROR - REFLECT BACK WHAT YOU THINK THE SPEAKER IS SAYING AND FEELING:

PERSON 1: "I JUST FEEL REALLY ANNOYED THAT WHATEVER I SAY, PEOPLE NEVER TAKE NOTICE"

PERSON 2: "SO YOU FEEL LIKE YOU'RE NOT BEING LISTENED TO..."

SUGGESTION: COULD THE FEELINGS WHEEL HELP YOU HERE?

SCENARIO 1: JACK (NEW STARTER)

JACK IS A NEW STARTER TO THE COMPANY AND ONLY JOINED 2 MONTHS AGO, HE IS STILL IN HIS PROBATIONARY PERIOD. YOU NOTICE THAT JACK HAS HAD A LOT OF DAYS OFF IN THIS TIME AND IS ISOLATING HIMSELF FROM THE REST OF HIS COLLEAGUES AND DECLINING SOCIAL EVENTS. HE TENDS TO GET EXTREMELY ANXIOUS WHEN SPEAKING TO COLLEAGUES.

HOW WOULD YOU BEST APPROACH JACK?

SCENARIO 2 : JULIA (REMOTE WORKER)

JULIA IS A SALES MANAGER WHO WORKS FROM HOME AND RARELY GOES INTO THE OFFICE. SHE MANAGES A SMALL TEAM OF 4 OTHER EMPLOYEES REMOTELY. JULIA HAS WORKED AT THE COMPANY FOR 20 YEARS. IT HAS BEEN BROUGHT TO YOUR ATTENTION THAT RECENTLY JULIA HAS NOT BEEN REPLYING TO HER EMAILS AS FREQUENTLY OR GETTING INVOLVED IN THE MONTHLY SOCIAL EVENTS AS SHE USUALLY DOES. JULIA HAS ALSO BEEN MISSING DEADLINES AND NOT KEEPING IN TOUCH WITH HER DIRECT REPORTS AS MUCH.

HOW WOULD YOU BEST APPROACH JULIA?

SCENARIO 3: TOM (PROLONGED SICKNESS/RETURN TO WORK)

TOM HAS WORKED IN THE FINANCE DEPARTMENT FOR 1 YEAR. HOWEVER, HE RECENTLY HAS BEEN SIGNED OFF WORK WITH DEPRESSION. THIS IS HIS FIRST WEEK BACK IN THE OFFICE AFTER 2 WEEKS. TOM IS SETTling BACK IN BUT HE IS STILL NOT 100% HIMSELF.

HOW WOULD YOU BEST APPROACH TOM?

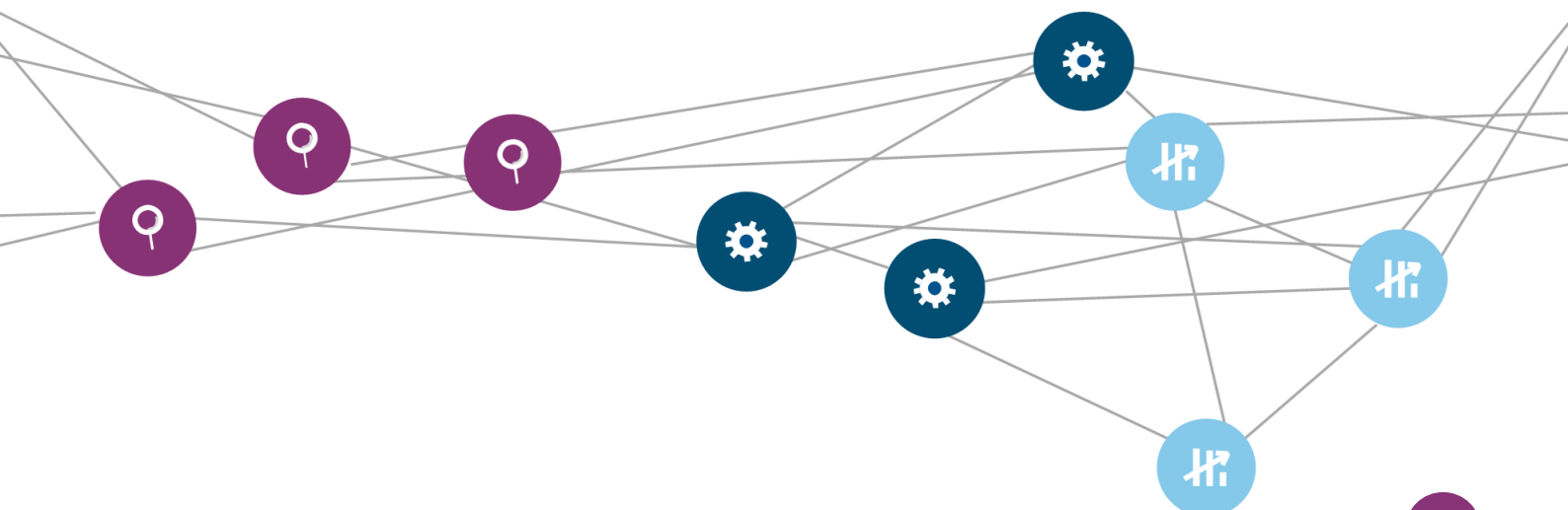
BUILDING RAPPORT: PACING & LEADING

PACING AND LEADING

IT HAS BEEN SUGGESTED THAT THE WORST THING ONE CAN SAY TO SOMEBODY WHO IS UPSET OR IN AN AGITATED STATE IS “CALM DOWN” - THIS CAN BE LIKE A RED RAG TO A BULL!

PACING AND LEADING IS A TECHNIQUE THAT MATCHES SOMEONE'S BEHAVIOUR EXACTLY, FOLLOWING THEIR SPEECH PATTERNS AND BODY LANGUAGE. WHEN IT CHANGES, MATCHING THEIR SEQUENCE OF EVENTS. HAVING ESTABLISHED RAPPORT BY PACING, YOU CAN LEAD THEM THE WAY YOU WANT TO.

FOR EXAMPLE, IF A PERSON APPROACHES YOU WITH A PANICKED VOICE AND MOVEMENTS, MATCH IT WITH THE SAME ENERGY AND EMOTION. ONCE THEY'RE AWARE OF THIS, SLOWLY CALM YOUR TONE AND ACTIONS. THIS SHOULD LEAD THEM TO A CALMER BEHAVIOUR.



TYPICAL WORK-RELATED MENTAL HEALTH SCENARIOS

CHOOSE ONE OF THE SCENARIOS AND UTILISE THE PACING & LEADING TECHNIQUE— AGAIN, BE MINDFUL ABOUT MEHRABIAN'S THREE ELEMENTS OF COMMUNICATION: BODY LANGUAGE, TONE AND WORDS

A: USING ONE THE SCENARIOS LEAD THE CONVERSATION, CHOOSE A PARTICULAR EXAGGERATED EMOTION

B: SUBTLY MATCH A'S TONE OF VOICE AND BODY LANGUAGE

NOTICE THE QUALITY OF COMMUNICATION: IS THE FLOW OF INFORMATION SMOOTH OR DIFFICULT? IS THERE A FEELING OF RAPPORT OR NOT?

B: AFTER A FEW MINUTES OF SMOOTH, FLOWING CONVERSATION, ALTER YOUR VOICE TO BE VERY DIFFERENT FROM OTHER PERSON'S IN TONE AND TEMPO. NOTICE WHAT IMPACT THIS CHANGE HAS ON THE QUALITY OF THE COMMUNICATION. B: CHANGE BACK TO MATCHING THE OTHER PERSON'S VOICE QUALITY AND NOTICE HOW YOU ARE ABLE TO REGAIN THE RAPPORT THAT ENABLES A SMOOTH FLOW OF CONVERSATION.

SCENARIO 4: DAISY (CHANGE IN BEHAVIOUR)

DAISY IS AN OFFICE ASSISTANT WHO HAS BEEN WORKING AT THE COMPANY FOR 3 YEARS. OVER THE PAST 2 WEEKS DAISY HAS BEEN VERY QUIET IN THE OFFICE AND HAS NOT BEEN TAKING PART IN SOCIAL ACTIVITIES INSIDE OR OUTSIDE OF WORK WITH HER COLLEAGUES. THIS IS UNLIKE DAISY AS USUALLY SHE HAS AN OUTGOING PERSONALITY AND LIKES TO GET INVOLVED. DAISY'S COLLEAGUES HAVE APPROACHED HER TO SEE IF THERE WAS ANYTHING WRONG AND SHE SAID NO. HOWEVER, SHE HAS STILL NOT BEEN ACTING LIKE HERSELF.

HOW WOULD YOU BEST APPROACH DAISY?

SCENARIO 5: PETER (STIGMA)

PETER HAS JUST BEEN PROMOTED FROM THE ROLE OF HR ADMINISTRATOR TO HR ADVISOR AND HAS NOW BEEN GIVEN LINE MANAGER RESPONSIBILITY. HE HAS TAKEN ON A NEW ROLE WITH A HIGHER WORKLOAD AND RESPONSIBILITY. YOU ARE MADE AWARE THAT PETER HAS COMMENTED THAT HE IS FINDING IT DIFFICULT AND IS FEELING INCREASINGLY STRESSED. HOWEVER, PETER IS WORRIED ABOUT BEING HONEST THROUGH FEAR OF BEING DEMOTED AND HAVING OTHERS FEEL THAT HE IS INCOMPETENT TO DO THE ROLE.

HOW WOULD YOU BEST APPROACH PETER?

SCENARIO 6: PAULA (PRESENTEEISM)

PAULA IS A MARKETING EXECUTIVE WHO HAS BEEN WORKING AT THE COMPANY FOR 2 YEARS. YOU HAVE NOTICED RECENTLY THAT PAULA IS ALWAYS THE FIRST PERSON IN THE OFFICE AND IS STILL WORKING WHEN EVERYONE HAS LEFT FOR THE EVENING. SHE HAS BEEN LOGGING INTO HER EMAILS FROM HOME AND HAS MENTIONED THAT SHE IS FINDING IT DIFFICULT TO SWITCH OFF FROM WORK. PAULA IS NO LONGER GOING TO THE GYM BEFORE WORK AND PARTICIPATING IN HER USUAL HOBBIES AS SHE NORMALLY DOES AND RARELY TAKES HER LUNCH BREAKS.

HOW WOULD YOU BEST APPROACH PAULA?

PROVIDING EMOTIONAL SUPPORT

RECOGNISE DIFFERENCES BETWEEN INDIVIDUALS IN AND APPRECIATE THEM
EMBRACE THE TRAITS THAT THE INDIVIDUALS HAVE E.G. APPROACH AN INTROVERT DIFFERENTLY TO AN EXTROVERT TO GAIN THE BEST RESPONSE FROM THEM.

LISTEN: CREATE OPPORTUNITIES FOR THEM TO TELL YOU THEIR OPINIONS AND FEELINGS WITHOUT JUDGING OR INTERRUPTING THEM.

ASK QUESTIONS TO BETTER UNDERSTAND THE INDIVIDUAL IN FRONT OF YOU E.G. “DO YOU PREFER STRUCTURE OR FLEXIBILITY”?

INFORM YOURSELF ABOUT MENTAL ILL HEALTH SUCH AS DEPRESSION AND ANXIETY IN ORDER TO PRE-EMPT ANY MISUNDERSTANDINGS SHOULD INDIVIDUALS APPROACH YOU ABOUT THIS

PROMOTE AND EXEMPLIFY: ROLE MODEL GOOD PRACTICE IN PERSONAL RESILIENCE INCLUDING WORK/LIFE BALANCE

USE A BUDDY SYSTEM TO SUPPORT YOUNGER, LESS EXPERIENCED EMPLOYEES WHO MAY BE LESS ABLE TO COPE WITH EMOTIONAL DEMANDS. PAIR THEM UP WITH AN EXPERIENCED ‘BUDDY’ WITHIN THE COMPANY; SOMEONE THEY CAN TURN TO DURING THE EARLY STAGE OF THEIR CAREER AND ASK FOR ADVICE WHEN NEEDED

ESTABLISH REGULAR MEETINGS WHERE EMPLOYEES CAN SHARE AND ‘OFFLOAD’ THEIR EMOTIONAL ISSUES AND SUPPORT EACH OTHER. PEER SUPPORT IS A GREAT MECHANISM TO ALLEVIATE EMOTIONAL STRESS

ENCOURAGE AN OPEN, HONEST DISCUSSION ABOUT MENTAL HEALTH, WELLBEING AND STRESS THAT ACKNOWLEDGES THAT IT IS NOT A WEAKNESS BUT COMMON HUMAN TRAIT

ACKNOWLEDGE THAT EACH INDIVIDUAL HAS DIFFERENT LEVELS OF RESILIENCE/DIFFERENT BRIDGE... AND THAT...

REMEMBER...

WE’RE NOT ROBOTS - IT’S OK, NOT TO BE OK!

HOME-BASED AND REMOTE WORKERS

SOME ADVANTAGES AND DISADVANTAGES OF WORKING FROM HOME/REMOTELY

POSITIVES

- **WORKING IN A DIFFERENT WORKPLACE THAN YOUR TEAM MAY ENTAIL LESS TRAVEL AS YOU CAN THEN BE BASED IN THE CLOSEST WORKPLACE TO YOUR HOME.**
- **MANY WORKERS FIND THEY CAN MANAGE THE DEMANDS OF THEIR WORK AND HOME LIFE BETTER WHEN WORKING FROM HOME.**
- **ACCOMMODATION OF THE NEEDS OF STAFF WHO ARE UNABLE TO WORK STANDARD SHIFTS AND TIMES.**
- **POSSIBILITY OF A MORE EQUAL SHARING OF CHILD CARE RESPONSIBILITIES BETWEEN WOMEN AND MEN.**
- **WORKING REMOTELY FROM OTHER TEAM MEMBERS MAY POTENTIALLY LEAD TO A MORE FOCUSED WORKING ATMOSPHERE.**
- **BEING AWAY FROM YOUR TEAM AS A MANAGER MAY LEAD TO YOUR STAFF THINKING ABOUT HOW IMPORTANT A QUESTION IS BEFORE MAKING THE EFFORT TO CONTACT YOU.**

NEGATIVES

- **HOME-BASED WORKERS AND THOSE WHO WORK REMOTELY CAN FEEL ISOLATED.**
- **WITH LESS FACE-TO-FACE COMMUNICATION, IT IS HARDER TO JUDGE SOMEONE'S EMOTIONAL REACTIONS**
- **WORKING REMOTELY MAY LEAD TO NON-VERBAL CUES OF AN INDIVIDUAL GOING UNNOTICED E.G. A MORE OUT-GOING INDIVIDUAL BECOMING MORE INTROVERTED.**
- **SOME HOMEWORKERS FEEL THEY PUT IN MORE HOURS WITHOUT LUNCH BREAKS.**
- **MANY FIND IT HARD TO SWITCH OFF WHEN THERE IS NO SPATIAL DIVIDE BETWEEN HOME AND WORK.**
- **AS A MANAGER WORKING REMOTELY, YOU MAY BE LESS AWARE OF YOUR TEAM'S DYNAMICS.**
- **BEING BASED IN A DIFFERENT AREA TO YOUR TEAM CAN MEAN LESS INCLUSION IN PROBLEM SOLVING PROCESSES.**

WHAT ABOUT SOME OF YOUR OWN THOUGHTS?

POSITIVES	NEGATIVES

WELLBEING ADVICE FOR REMOTE WORKING

ENSURE THE REMOTE WORKER FEELS CONNECTED

KEEP THE DIALOGUE OPEN, ACCESSIBLE AND UP TO DATE IN ORDER TO REMOVE FEELINGS OF ALIENATION; TO BENEFIT THE TEAM. DEDICATE TIME TO MEETING REGULARLY BUT ENSURE THAT THESE ARE FOCUSED MEETINGS E.G. DISCUSSING WHERE ON A PROJECT TIMELINE THEY ARE OR WHAT THE NEXT STEPS MIGHT BE.

KEEP A HEALTHY WORK/LIFE BALANCE

IT CAN BE TEMPTING TO KEEP ON WORKING BECAUSE WE ARE IN A COMFORTABLE ENVIRONMENT OR WE DON'T NEED TO TRAVEL HOME. FINISHING THE WORKING DAY AT THE RIGHT TIME IS IMPORTANT SO OUR WORK/LIFE BALANCE DOESN'T SUFFER.

VISIBILITY AND ACCESSIBILITY

REGULAR COMMUNICATION OF AVAILABILITY ALLOWS FOR FLEXIBILITY WITHIN A TEAM, MAKE SURE THE TEAM ALL INFORM WHEN THEY ARE AVAILABLE OR CAN CONTACT EACH FOR ANY SUPPORT, NEW UPDATES OR ENQUIRIES.

COMMUNICATE CONFIDENTLY AND CONSISTENTLY

PROVIDE UPDATES ON STRATEGIES AND PLANS FOR THE NEXT THREE MONTHS. ENSURE ALL EMPLOYEES UNDERSTAND WHERE THEY, THE TEAM AND THE COMPANY STANDS, THE DIRECTION THEY ARE TAKING AND PROGRESS TOWARD KEY GOALS.

WORKING REMOTELY PROVIDES GREATER AUTONOMY

TRUSTING THAT TEAM MEMBERS ARE WORKING AS EXPECTED WILL PROVIDE THEM WITH GREATER AUTONOMY. ENSURE THAT THEY HAVE A HANDLE ON THEIR WORKLOAD BY HAVING REGULAR 1-2-1S, CHECK-INS FOCUSED ON WORK TASKS AND EFFECTIVE PLANNING WITH APPROPRIATE TIMESCALES.

KEEP IN MIND THE WELLBEING OF THE REMOTE WORKER

WHILST THE REMOTE WORKER HAS GREATER AUTONOMY, THEIR WELLBEING SHOULD BE ENSURED JUST LIKE ALL OTHER EMPLOYEES AS IT IS VERY EASY FOR PEOPLE TO BECOME WITHDRAWN WHILST WORKING FROM REMOTELY. FOR EXAMPLE, BY MAKING SURE THEY HAVE AND TAKE A SUFFICIENT LUNCH BREAK EACH DAY.

ENSURE THAT ADEQUATE BREAKS ARE TAKEN TO RESET AND RECHARGE

MANY REMOTE WORKERS DON'T STOP FOR A LUNCH BREAK, IT IS QUITE TYPICAL FOR REMOTE WORKERS TO EXPERIENCE FEELINGS OF GUILT FOR TAKING BREAKS OR THEY PERHAPS OVER-COMPENSATE DUE TO THE FEAR OF BEING SEEN AS LAZY. HOWEVER, HAVING A BREAK WILL ALLOW THEM TO RE-FUEL AND WORK MORE EFFICIENTLY.

SHARE EFFECTIVE TOOLS AND TECHNIQUES FOR MAINTAINING PRODUCTIVITY

SHARING THE TOOLS AND TECHNIQUES YOU USE YOURSELF WHILST WORKING REMOTELY MAY HELP TO ALIGN AND SHARE THE LOAD.

WELLBEING ADVICE FOR REMOTE WORKING

EFFECTIVE COMMUNICATION IS KEY FOR A REMOTE WORKING

IT IS IMPORTANT TO COMMUNICATE ALL ASPECTS OF THE BUSINESS OFTEN, AND KEEP THEM IN THE LOOP WITH NEW UPDATES, EVENTS AND ENQUIRIES.

HOW WE KEPT UP TO DATE WITH EACH OTHER IN THE WORKPLACE WILL BE DIFFERENT WHEN WORKING REMOTELY. FIND NEW WAYS OF WORKING WITH YOUR TEAM BECAUSE WHAT WORKED IN THE WORKPLACE MAY NOT APPLY TO REMOTE SETTINGS - THE TECHNOLOGY IS THERE TO HELP WITH THIS.

BE ON THE LOOKOUT FOR SYMPTOMS OF POOR COMMUNICATION

SCOPE CREEP

AN INCREASE IN DELIVERABLES OR ADDITION OF NEW REQUIREMENTS - AFTER THE TASK HAS BEEN APPROVED AND STARTED. SCOPE CREEP IS THE ENEMY OF DEADLINES AND SUCCESSFUL COMPLETION.

SILOS

WHEN A PERSON OR TEAM IS CUT OFF FROM THE REST OF THE ORGANISATION, A SILO FORMS. TEAMS THAT ARE UNABLE (OR UNWILLING) TO SHARE INFORMATION WITH PEERS ACROSS THE COMPANY ARE INEFFICIENT AND CAN DAMAGE THE CULTURE.

RUMOURS

PEOPLE WILL MAKE UP WHAT THEY DON'T KNOW, AND A LACK OF CLEAR COMMUNICATION CAN CREATE THE IDEAL ENVIRONMENT FOR THEORIES AND SPECULATION - TRUST IN LEADERSHIP WILL ERODE, AND ALONG WITH IT FOCUS AND PRODUCTIVITY.

BE MINDFUL THAT SOME REMOTE WORKERS WORK FLEXIBLE WORKING HOURS FOR A REASON

THEY MAY HAVE COMMITMENTS, HEALTH REASONS AND CULTURAL HOLIDAYS THAT THEY NEED TO ATTEND TO. DUE TO THIS, EFFECTIVE PLANNING IS IMPORTANT TO HELP PEOPLE BE CLEAR OF EXPECTATIONS AND TO ENSURE EVERYONE IS AWARE OF WHAT'S GOING ON WITH DIFFERENT PIECES OF WORK.



WELLBEING ADVICE FOR REMOTE WORKING

REMEMBER TO KEEP A SUFFICIENT WORK-LIFE BALANCE

IT CAN BE TEMPTING TO KEEP ON WORKING BECAUSE YOU ARE IN A COMFORTABLE ENVIRONMENT OR YOU DON'T NEED TO TRAVEL HOME. FINISHING YOUR WORKING DAY AT THE RIGHT TIME IS IMPORTANT SO YOUR WORK LIFE BALANCE DOESN'T SUFFER.

REMOTE WORKERS ARE 20% MORE PRODUCTIVE THAN THEIR WORKPLACE COUNTER-PARTS

THIS MAY BECAUSE THERE IS NO WORKPLACE DISTRACTIONS. HOWEVER MAKING SURE THERE ARE NO DISTRACTIONS IN YOUR REMOTE WORKING AREA IS IMPORTANT TO ENSURING YOU WORK PRODUCTIVELY.

IT IS ESSENTIAL THAT YOU HAVE A PROPER WORKING ENVIRONMENT

WITH THE SUFFICIENT WORKPLACE EQUIPMENT AND FURNITURE SO THAT YOU CAN WORK EFFECTIVELY AND COMFORTABLY.

THERE WILL BE FEWER OPPORTUNITIES TO HAVE CONTACT WITH AN EMPLOYEE WHEN THEY ARE WORKING REMOTELY

IT IS ESSENTIAL TO HAVE TRUSTING RELATIONSHIP WITH THE REMOTE WORKER TO ALLOW THEM TO WORK SUFFICIENTLY AND INDEPENDENTLY.

CAMERAS ON

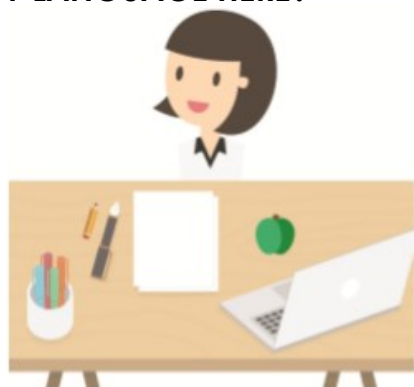
IT IS PREFERABLE, BUT NOT MANDATORY TO HAVE THE CAMERA ON DURING VIDEO CALLS ALL OF THE TIME. HOWEVER, BY NOT SEEING EACH OTHER WE ARE MISSING OUT ON 55% OF OUR COMMUNICATION AND AN OPPORTUNITY TO SEE IF THE REMOTE WORKER IS SAFE AND OK. COME TO AN AGREEMENT TO HAVE EYE CONTACT AT LEAST MOST OF THE TIME.

IT IS IMPORTANT TO MAINTAIN THE MOTIVATION OF THE REMOTE EMPLOYEE

ONE WAY TO DO THIS IS TO ACKNOWLEDGE EFFORT. BY MAKING SURE THAT THEY ARE RECEIVING SPECIFIC AND APPROPRIATE RECOGNITION FOR ANY GOOD WORK. THE SMALL THINGS COUNT BUT ALSO FALL BY THE WAYSIDE UNDER PRESSURE AND DISTANCE. ANOTHER WAY TO DO THIS IS TO HAVE REGULAR 1-2-1S, CONVERSATIONS AND TEMPERATURE CHECKS OF HOW THEY ARE FEELING IN REGARD TO THEIR WORKLOAD.

PAY ATTENTION TO LANGUAGE

BE MINDFUL OF LANGUAGE USED DURING CONVERSATIONS OR IN EMAILS; IS THERE ANYTHING OUT OF THE ORDINARY? COULD THE FEELINGS WHEEL HELP YOU TO CHECK OR IDENTIFY THE REAL MEANING OF LANGUAGE HERE?



PROVIDING SUPPORT FOR REMOTE WORKERS

WHAT ARE SOME OF THE DIFFICULTIES IN PROVIDING SUPPORT REMOTELY?

HOW COULD WE OVERCOME THOSE CHALLENGES?



THE 9.00am EXERCISE

IT IS 9AM ON A MONDAY MORNING AND A MEMBER OF YOUR TEAM HAS JUST CALLED YOU TO INFORM YOU THAT THEY ARE *"FINE BUT HAVE TWO-WEEK MEDICAL EXEMPTION OFF FOR STRESS"*.

USUALLY, THEY ARE THE 'FUN PERSON' IN THE WORKPLACE, BUT OVER THE LAST THREE OR FOUR WEEKS THEY HAVE BEEN SHOWING SIGNS OF DISTRESS. THEY HAVE BEEN COMING TO WORK LATE, THEIR PRODUCTIVITY HAS DECREASED, AND THEIR MOOD IS LOW. THEY HAVE BEEN ACTING OUT OF CHARACTER, HAVE BEEN WITHDRAWN AND UNAPPROACHABLE.

THERE HAVE BEEN RUMOURS OF 'SOMETHING GOING ON' IN THEIR PRIVATE LIFE, BUT NOBODY HAS WANTED TO ASK BECAUSE TALKING TO THIS PERSON ISN'T AS ENJOYABLE AS IT NORMALLY IS AND THEY DON'T WANT TO PRY.

THIS MORNING, THIS MEMBER OF YOUR TEAM SOUNDS A LITTLE 'STRANGE' - JUST ENOUGH FOR YOU TO NOTICE, BUT YOU'RE NOT SURE. HOW WOULD YOU RESPOND?

WHAT DO YOU DO?

THE 9.00am EXERCISE: I.D.E.A.L.S.

IT IS 9.00 AM ON A MONDAY MORNING AND A MEMBER OF YOUR TEAM HAS JUST CALLED YOU TO INFORM YOU THAT THEY ARE **"FINE BUT HAVE A TWO-WEEK MEDICAL EXEMPTION FOR STRESS"**.

USUALLY, THEY ARE THE 'FUN PERSON' IN THE WORKPLACE, BUT OVER THE LAST THREE OR FOUR WEEKS THEY HAVE BEEN SHOWING SIGNS OF DISTRESS. THEY HAVE BEEN COMING TO WORK LATE, THEIR PRODUCTIVITY HAS DECREASED, AND THEIR MOOD IS LOW. THEY HAVE BEEN ACTING OUT OF CHARACTER, HAVE BEEN WITHDRAWN AND UNAPPROACHABLE.

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THIS MORNING, THIS MEMBER OF YOUR TEAM SOUNDS A LITTLE 'STRANGE' - JUST ENOUGH FOR YOU TO NOTICE, BUT YOU'RE NOT SURE. WHAT DO YOU DO ? HOW WOULD YOU RESPOND?

IDENTIFY EARLY INDICATORS OF MENTAL ILL-HEALTH (SIGNS AND SYMPTOMS)

DEVELOP A CONNECTION (A.C.T)

ENGAGE IN CONVERSATION (ASKING BETTER QUESTIONS)

ACTIVELY ENCOURAGE (FEELINGS WHEEL, ABC REQUEST FORMULA)

LISTEN EMPATHETICALLY (LET THEM FINISH, MIRROR/MATCHING, PACING & LEADING)

SUPPORT AND SIGNPOST (WHERE IS THEIR SUPPORT? WHAT DO THEY NEED FROM YOU? FOLLOW-UP)

9.00am EXERCISE: SAFEGUARDING

ACKNOWLEDGE

eg: "I'M SORRY THAT YOU'RE FEELING THAT WAY". MAKE THEM FEEL HEARD AND UNDERSTOOD.

SAFETY

WHAT IS THE RISK HERE? ARE THEY OK? DO THEY HAVE SUPPORT? ARE THEY ALONE?

IF YOU'RE NOT SURE, ASK!

SUPPORT

WHERE IS THE SUPPORT? DO THEY KNOW WHERE TO GO TO? WHAT DO THEY NEED?

BRIDGE/WORKLOAD

"DON'T WORRY ABOUT ANYTHING HERE, YOU'RE THE MOST IMPORTANT THING. WE CAN REVISIT THAT LATER UNLESS YOU WOULD FEEL BETTER TO TELL ME NOW"

REVISIT

DO YOU FOLLOW-UP? WHEN? WHO WOULD THEY FEEL COMFORTABLE WITH? CLOSE THE LOOP

NOTES

RISK ASSESSMENT GOOD PRACTICE

IDENTIFY EARLY INDICATORS OF MENTAL ILL-HEALTH

DEVELOP A CONNECTION

ENGAGE IN CONVERSATION

ACTIVELY ENCOURAGE

LISTEN EMPATHETICALLY

SUPPORT AND SIGNPOST

INTERNATIONAL WELLBEING INSIGHTS TAKES DUTY OF CARE VERY SERIOUSLY.

IF YOU FEEL UNSURE, FEEL THAT YOUR BOUNDARIES ARE BEING COMPROMISED OR THAT YOU HAVE COME TO THE END OF WHAT YOU ARE COMFORTABLE HANDLING AS A MENTAL WELLBEING CHAMPION - **STOP AND SEEK ADVICE.**

THE COLLEAGUE IN QUESTION SHOULD BE SIGNPOSTED TO THE CRISIS TEAM OR COMMUNITY MENTAL HEALTH SERVICES FOR THAT COUNTRY, HUMAN RESOURCES SHOULD SUPPLY THE SERVICE'S NUMBERS AND ENCOURAGE THE COLLEAGUE TO MAKE CONTACT.

HUMAN RESOURCES COULD PHONE THE SUPPORT RESOURCES FOR ADVICE BUT WOULD NEED PERMISSION FROM THE COLLEAGUE TO PASS ON ANY PERSONAL DETAILS.

BE CLEAR: YOU OR THE EMPLOYER CANNOT REFER OR DISCUSS ON THE COLLEAGUE'S BEHALF.

IF THE COLLEAGUE IS DEEMED TO BE A RISK OF HARM TO THEMSELVES OR OTHERS – THEN IT IS A DIFFERENT SITUATION ENTIRELY. CONTACT THE AUTHORITIES FOR ADVICE AND/OR TO REPORT. **THIS IS THEIR AREA OF EXPERTISE, NOT YOURS.**

AT LEAST YOU WILL BE IN A POSITION TO ACTUALLY TO HAVE TO DEAL WITH THE REPERCUSSIONS OF REPORTING THE COLLEAGUE THAN TO DO NOTHING AND WISH YOU HAD.

IT'S BETTER TO REGRET SOMETHING YOU DID, THAN SOMETHING YOU DIDN'T DO—ESPECIALLY IF THIS IS A RISK TO SOMEONE'S SAFETY.

IN ADDITION, IF AT ANY TIME YOU ARE AWARE OF ANY ILLEGALITY, YOU ARE DUTY BOUND TO ALERT THE RELEVANT AUTHORITIES.

ALWAYS FOLLOW-UP AND CLOSE THE LOOP

SIGNPOST & SUPPORT

MIND

Supported online community where you can safely share and be heard, as well as listen to others: <http://www.mind.org.uk/information-support/support-community-elefriends/>

- MIND INFO-LINE: 0300 123 3393
- TEXT: 86463
- [HTTP://WWW.MIND.ORG.UK/](http://WWW.MIND.ORG.UK/)
- INFO@MIND.ORG.UK

BEYOND SHAME/BEYOND STIGMA

- [HTTPS://BEYONDSHAMEBEYONDSSTIGMA.CO.UK](https://BEYONDSHAMEBEYONDSSTIGMA.CO.UK)

HUB OF HOPE

- [HTTPS://HUBOFHOPE.CO.UK/](https://HUBOFHOPE.CO.UK/)

SHOUT

- [HTTPS://WWW.GIVEUSASHOUT.ORG/](https://WWW.GIVEUSASHOUT.ORG/)
- GET 24/7 HELP FROM THEIR TEAM OF CRISIS VOLUNTEERS
- TEXT SHOUT TO 85258

SAMARITANS

- 08457 90 90 90* (UK) *CALLS WILL COST 2P PER MINUTE PLUS YOUR TELEPHONE COMPANY'S ACCESS CHARGE
- 116 123 (FREE TO CALL) (ROI)
- TEXT: 07725 909090
- JO@SAMARITANS.ORG
- [HTTP://WWW.SAMARITANS.ORG/](http://WWW.SAMARITANS.ORG/)

Empower the individual to take personal responsibility
to get the support they need and help themselves

EXAMPLE GROUND RULES

Coaching Agreement

What your coach expects from you

- Always attend all meetings on time
- Always be prepared for the session
 - a) Check what you have achieved against your tasks
 - b) List what is still outstanding with your explanation for not completing the tasks and email to coach 24 hours prior to your next session (if you have booked more than one session)
 - c) Consider what actions may be necessary prior to sessions
- Be honest at all times.
- You agree that your coach can challenge you if you are deceiving yourself or on any areas they see appropriate to do so
- Be willing and enthusiastic about trying new methods that your coach may suggest from time to time
- Accept and willingly work on direct, honest feedback received
- At all times work in partnership with your coach
- Be prepared to work on all areas of your life with your coach
- Arrange for payment to be made in advance of all sessions. If you require a receipt request it in advance
- Send any forms back promptly and fully completed
- Be prepared to step outside your comfort zone; growth is challenging

What you can expect from your coach

- Conduct all of your coach's dealings with you in absolute dignity, respect, honesty, confidentially, and as an equal
- Always conduct the session with integrity, responsibility and accountability
- Always attend all meetings on time
- Always be prepared for your session
- Treat all information discussed with you or written to you, with confidentiality. Your coach will not divulge any part thereof to any third party according to the Data Protection Act 1974/1998 amendments. (Excluding the Police or a legal body)
- Be committed to both the spirit and the letter of any agreements made with you
- Not to defraud, misrepresent, deceive or mislead you
- Recommend the services of other institutions or professionals if appropriate to your outcomes. These services are offered without liability, obligation or redress to my company or myself
- Share with you all their knowledge, skills, experience and expertise where appropriate and when they deem necessary
- Challenge any self-deceptions that hinder your progress towards your ultimate outcomes
- Give you all the assistance, help, support, encouragement, and guidance in fulfilling the outcomes

As agreed prior to starting your sessions, we have written to your GP to inform them of our work together. The sessions are not intended to be a substitute for professional medical advice, diagnosis, or treatment. Always seek the advice of your physician or other qualified health provider with any questions you may have regarding a medical condition. Never disregard professional medical advice or delay in seeking it because of something you discussed with your coach or have read on our website.

CREATING A SAFE SPACE: OUR WORKSHOP GROUND RULES

BE HERE NOW: TECH OFF OR ON SILENT

It's hard to engage with this session, and the people in it, if you have other distractions. Please give this session your full attention; use it as an opportunity to shut the outside world off and invest this time in you.

PARTICIPATION: WHAT YOU PUT IN IS WHAT YOU GET OUT

Your learning is your responsibility; the more you engage the more you and everyone else benefits.

HONESTY & RESPECT

Be honest with yourself and others. Offer up genuine experiences and opinions as will the facilitator and the others in this session. If you don't agree with someone, that's OK—it's just an opinion!

KEEP AN OPEN MIND

Be non-judgemental, be open to new ideas - think of it like an experiment where you are curious about the outcome.

CONFIDENTIALITY

What is said in this session stays in this session. We are creating a safe and trusted space for people to express themselves within a supportive and encouraging environment.

USING 'I...' STATEMENTS

The facilitator might use 'I...' statements like 'I feel...' or 'I have done...' don't worry, they're not making this session all about them! It is a device they use to share knowledge and experiences whilst protecting people's privacy or the confidentiality of other groups.

SAFEGUARDING

There is an exception to confidentiality and that is safeguarding, we have a duty of care to you. Due to the safe environment that we create where people might explore things for the first time and the emotive nature of the subject matter, sometimes this can stir up strong feelings. We always inform the group about support resources available to them during the session.

If at any time the facilitator thinks that anyone is a risk of harm to themselves or others, we will follow our safeguarding procedure to ensure that individual is OK. We are very discreet and make sure that the individual knows exactly where to go for help and support.

International Wellbeing Insights takes its duty of care very seriously. If at any time the facilitator is aware of any illegality, we are duty bound to alert the relevant authorities.

MY ACTION PLAN — 30/60 DAY CHALLENGE

KNOWLEDGE IS POWER...ONLY IF YOU APPLY IT OR TAKE ACTION

FOCUSSING ON THE I.D.E.A.L.S FRAMEWORK:

- HOW CAN YOU INCORPORATE THIS INTO YOUR ROLE AS A MENTAL HEALTH CHAMPION?
- WHAT CAN YOU DO TO BE MORE MENTALLY HEALTHY AND SET A GOOD EXAMPLE?
- HOW CAN YOU PRACTICE AND APPLY THE KNOWLEDGE AND EXPERIENCE OF THE CHAMPIONS COURSE?

Action Point 1: Identify Early Indicators Of Mental Ill-health

Action Point 2: Develop A Connection

Action Point 3: Engage In Conversation

Action Point 4: Actively Encourage

Action Point 5: Listen Empathetically and without judgement

Action Point 6: Support And Signpost

Buddy System: Who will you make yourself accountable to over the next 30-60 days?

Buddy System: How often will you meet and what method will you use?

ABOUT INTERNATIONAL WELLBEING INSIGHTS

Stress is a much used (and abused) term these days. You frequently hear people say “I’m stressed” or “I’m depressed”, yet there is still much confusion about what these terms actually mean and how best to tackle them. This is where we can help. We are the UK’s leading authority on stress management issues, which is why you will regularly hear us talking about this topic in the media.

International Wellbeing Insights is an organisation dedicated to leading effective universal change by maximising your resilience, happiness, productivity and success with our passionate approach to reducing stress and promoting wellbeing. Our extensive knowledge of stress and wellbeing and our cutting edge interventions have made us the primary organisation dealing with work-related stress reduction and wellbeing promotion in the UK since 2003.

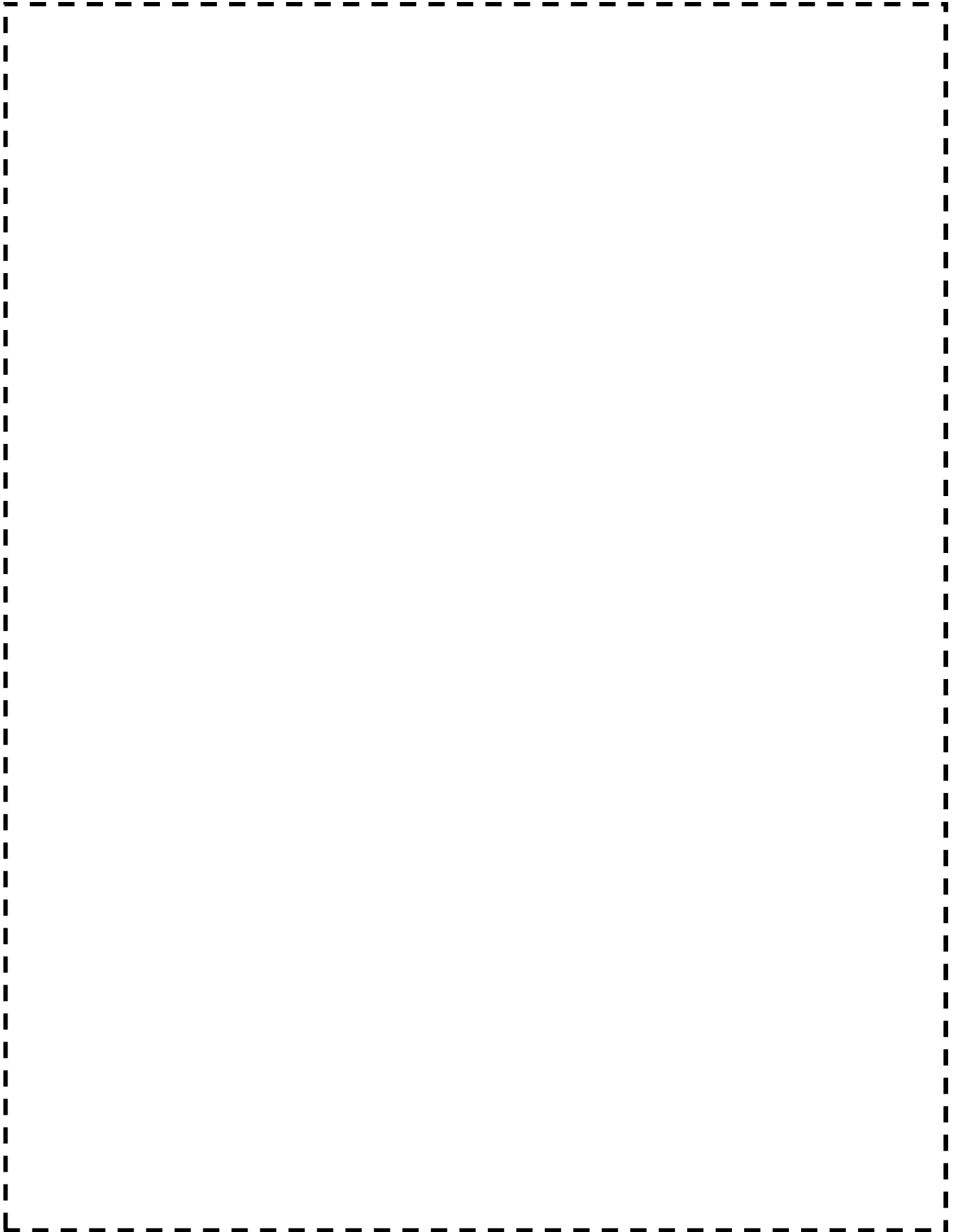
For years, we’ve been empowering individuals to take charge of their wellbeing through our workshops, guides and regular updates. We also act as a trusted advisor for many companies such as SMBC, Garrett, Dragados, DHL, and the NHS—guiding them through the wellbeing solution maze.

For more information or to book a workshop or a coaching session see www.wellbeing.work or call 0203 142 8650 or email info@stress.org.uk.

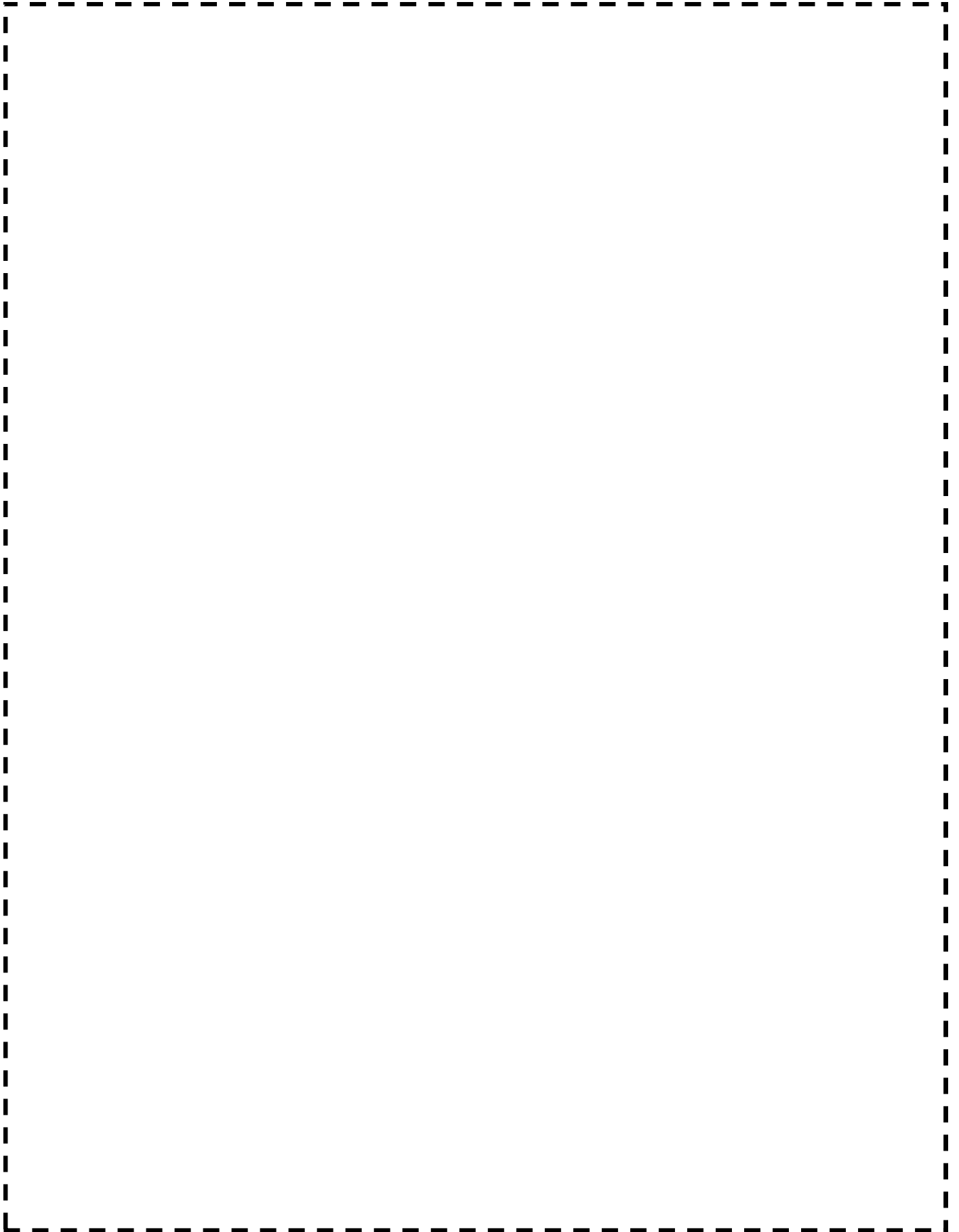
If you want to promote wellbeing in your company using branded stress management products, go to www.stress.org.uk.



NOTES



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We provide a range of services across the UK and internationally. We are always happy to discuss how we can support you.

We look forward to supporting your wellbeing journey.

Find Us Here:

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Harefield, Middlesex
UB6 9NZ

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Switchboard: +44 (0) 203 142 8650

Email Us On:

info@stress.org.uk

Visit Us On:

www.stress.org.uk
www.wellbeing.work

We have supported many organisations, including:

