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PRESENTED BY KAREN SOKOL – Regional Field Coordinator, Joint Learning Program – 2024

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# MANAGER'S IMPACT

## Forbes

EDITORS' PICK

# Managers Have Major Impact On Mental Health: How To Lead For Wellbeing

Tracy Brower, PhD Senior Contributor

## Mental Health Matters

According to 69% of people, their managers had the greatest impact on their mental health, on par with the impact of their partner. And this was more than the impact of their doctor (51%) or therapist (41%). This is according to a new study by The Workforce Institute at UKG which included 3,400 people across 10 countries.

Source: Forbes

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# IMPACT ON RETENTION



**Who's most likely to trade in a high-paying job in support of mental health?**

- Employees in India (88%) and the U.S. (70%)

- Caregivers, more so than noncaregivers (67% vs. 55%)

- Younger vs. older employees:

| Gen Z | Millennials | Gen X | Boomers |
|-------|-------------|-------|---------|
| 70% | 69% | 56% | 46% |
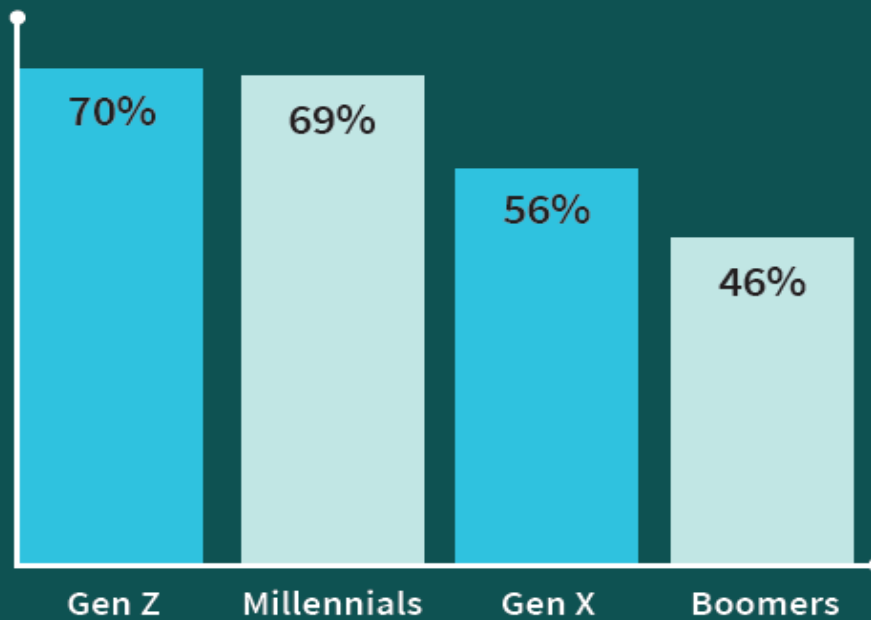
Source: UKG Mental Health at Work

*"Employers tend to overlook the role of the workplace in driving employee mental health and well-being, engagement and performance."*

Source: McKinsey Health Institute

# MANAGERS ARE STRESSED, TOO

Asked, "What or who causes you the most work-related stress?"

15% of employees *and* managers responded, "My boss."

- *People managers are often the first line of defense for struggling employees, yet people earning $100K-$200K report feeling most unhappy at work.*

- *Around half of managers wish someone had warned them not to take their current job (57%) and also say it's likely they'll quit their job within the next 12 months because they're experiencing too much work-related stress (46%).*

- *Seventy percent of managers would take a pay cut right now for a job that better supports their mental wellness.*
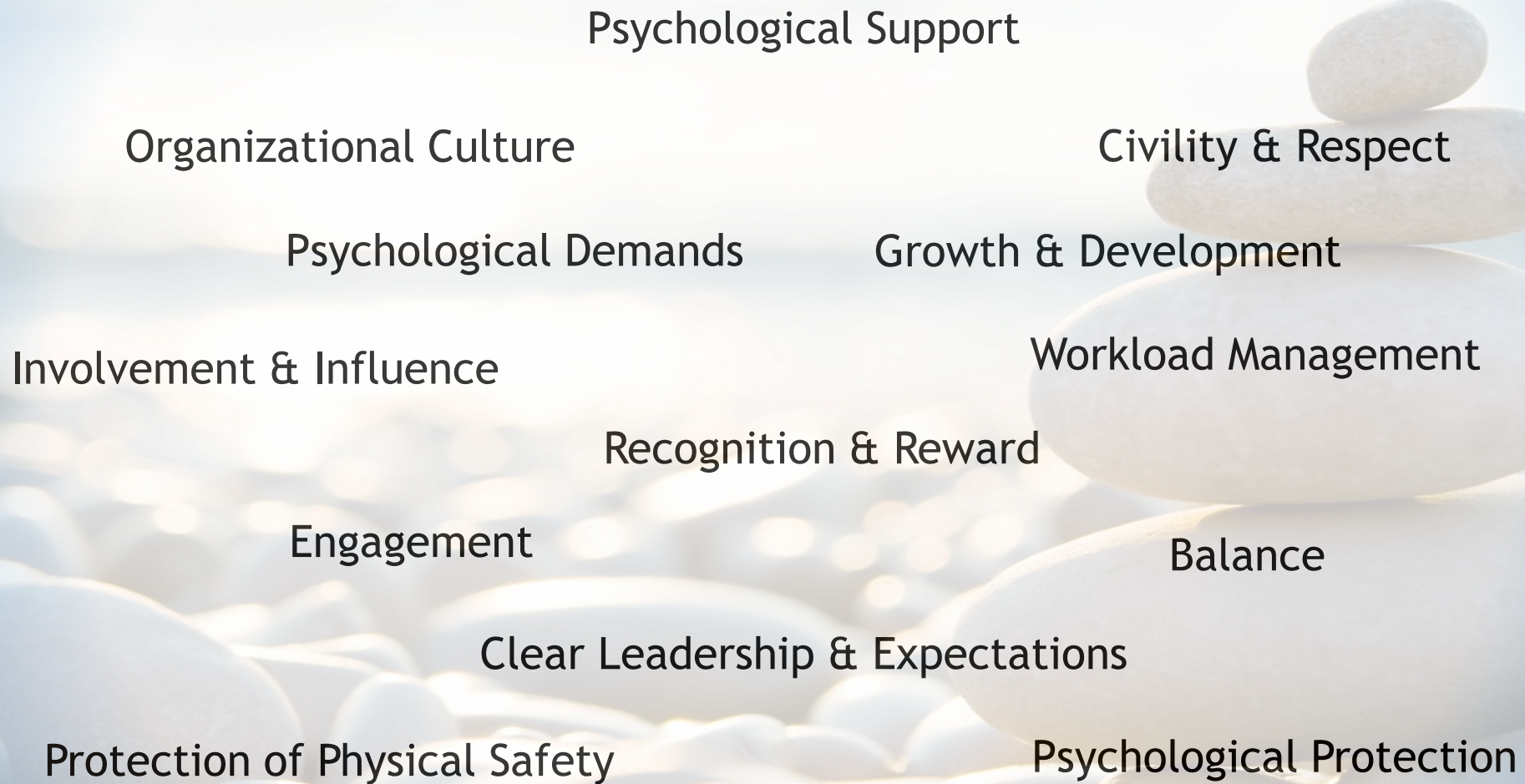
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# MAKING AN IMPACT

"When you take a personal interest in them, who they are and their lives...and offer some vulnerabilities about yourself, they will want to do more for you."

*Martin Frank ~ Director, Tax Services Branch, CRA*

"One of greatest responsibilities you have as a manager, is the care and well-being of your staff. Period."

*Gary Sears ~ Warden, Corrections Canada, Edmonton Institution*

# 13 PSYCHOSOCIAL FACTORS

Psychological Support

Organizational Culture

Civility & Respect

Psychological Demands

Growth & Development

Involvement & Influence

Workload Management

Recognition & Reward

Engagement

Balance

Clear Leadership & Expectations

Protection of Physical Safety

Psychological Protection

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# 7 FACTORS IMPACTED BY PSPM

Growth & Development

Recognition & Reward

Civility & Respect

Workload Management

Involvement & Influence

Engagement

Clear Leadership &
Expectations

***Growth & Development***

- *Most directly related to the Learning Plan. Employees want to feel there is room for them to develop new skills and knowledge and have a place to demonstrate those new skills.*

- *Employees who are not challenged, may grow bored and performance will suffer. This can result in conflict, disengagement and distress*

- *Development should also be considered for those new or who are struggling in a role – examine their strengths and talents. Would they 'thrive' in a different role?*

***Workload Management***

- *Any system subject to excessive loads, without reprieve, will break. This is as true for humans as it is for equipment.*

- *Increased demands, without opportunities for control or rest, result in physical, psychological and emotion fatigue.*

- *This factor can be addressed when we support frequent discussions about workload.*

- *It can also be addressed when discussing and determining objectives.*

- *Risk of discovering, too late, an individual is overwhelmed or struggling without those meaningful conversations.*

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***Clear Leadership & Expectation***

- *This factor is impacted through the whole cycle of performance management – from on-boarding and beginning agreements to assessments and final ratings – inclusive of the important conversations, guidance and feedback in between.*

- *Clear Leadership and Expectation is defined as:*

  - *Being present in an environment in which leadership is effective and there is support that helps employees know what they need to do, how their work contributes and whether there are impending changes.*

- *Managers and leaders should also set a visible example. Not doing so may set a negative example and can undermine the legitimacy of any program, policy or service intended to support employees.*

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# 7 FACTORS IMPACTED BY PSPM

*Please see the resource document entitled: "*Performance Management & Mental Health – 13 Factors Influencing Psychological Safety in the Workplace*" provided in the resource section of the symposium website for a full description of the remaining 4 factors as well as the original 13.

# CULPABLE VS. NON-CULPABLE FACTORS INFLUENCING PERFORMANCE

| Problems in the Organization | Problems in the Job Itself | Manager's Contributions | Employee's Issues |
|---|---|---|---|
| • Organization-wide lack of tools, supports, systems, training<br>• Poor communication of organizational mandate, deliverables, importance of work<br>• Poor physical environment (ergonomics, noise, lighting, etc.)<br>• Culture that tolerates poor performance | • Incorrect classification<br>• Mismatch between duties and qualifications<br>• High stress<br>• Unrealistic demands or workload | • Ineffective planning<br>• Insufficient guidance<br>• Inadequate or ineffective feedback or communication<br>• Inappropriate or insufficient tools or supports<br>• Inappropriate performance standards<br>• Lack of management competencies | • Insufficient training or education<br>• Poor communication skills<br>• Job stress or burnout<br>• Health<br>• Absenteeism<br>• Personal problems (family stress, financial issues, addiction, interpersonal issues)<br>• Capacity (physical, mental, knowledge) |

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# THE JOINT LEARNING PROGRAM AND THE PRACTICE OF EXPERIENTIAL LEARNING

The Benefits:

- Most useful when used in a '*real-world*' setting – like workplaces.
- Fosters growth of life skills such as respect for diversity, exposure to multiple perspectives and offers opportunities for critical reflection and '*cognitive flexibility*'.
- Strengthens personal autonomy, self-fulfillment, interpersonal effectiveness and social awareness and relationship skills.
- Leads to higher levels of engagement and motivation.
- Interaction '*with*' information, instead of being '*fed*' information.
- Offers time for meaningful reflection.
- Development of '*soft-skills*' (human skills).
- Great '*team building*' tool.
- Can inspire/support dialogue with difficult or sensitive topics and subject matter
- More meaningful grasp of concepts being discussed.

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*Making the Connection Between Individual Responsibility and Collective Impact*

*Prepared/Presented for the Opening Doors to Mental Health Symposium by: Karen Sokol Regional Field Coordinator – Employer, Joint Learning Program 2024*

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