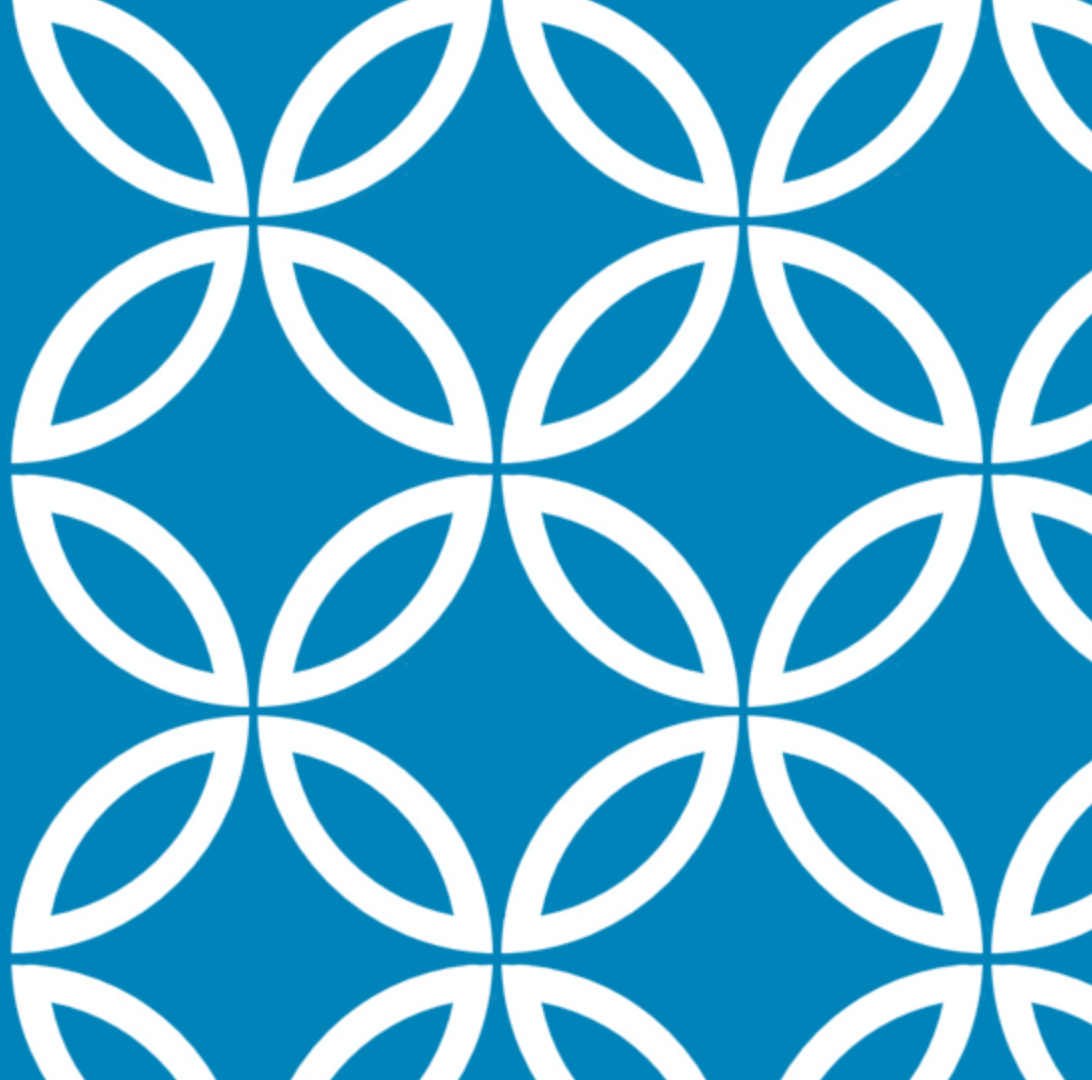


# PROMOTING MENTAL HEALTH & WELL- BEING AT WORK: THE ROLE OF THE MANAGER

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Tiffany Jordan  
Nate Mladenovic



# AGENDA



OVERVIEW



FINDINGS



BEST PRACTICES

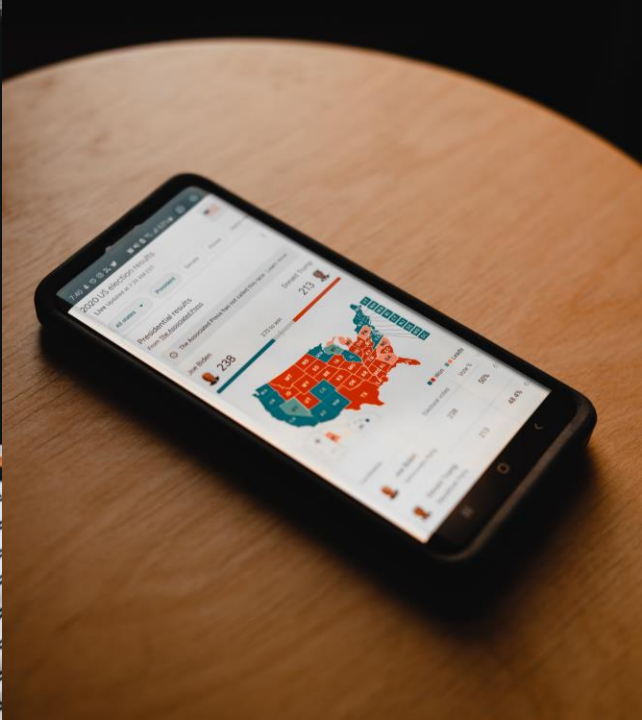


CHALLENGES



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# OVERVIEW



# IMAGES OF 2020

# EVENTS OF 2020 HAVE TAKEN A TOLL ON MENTAL HEALTH

## HEALTH OUTCOMES

2/3 of people more stressed during COVID

3x as many experiencing anxiety or depression

## IMPACTS

1/3 have trouble sleeping or eating

12% increase in stress-related substance use

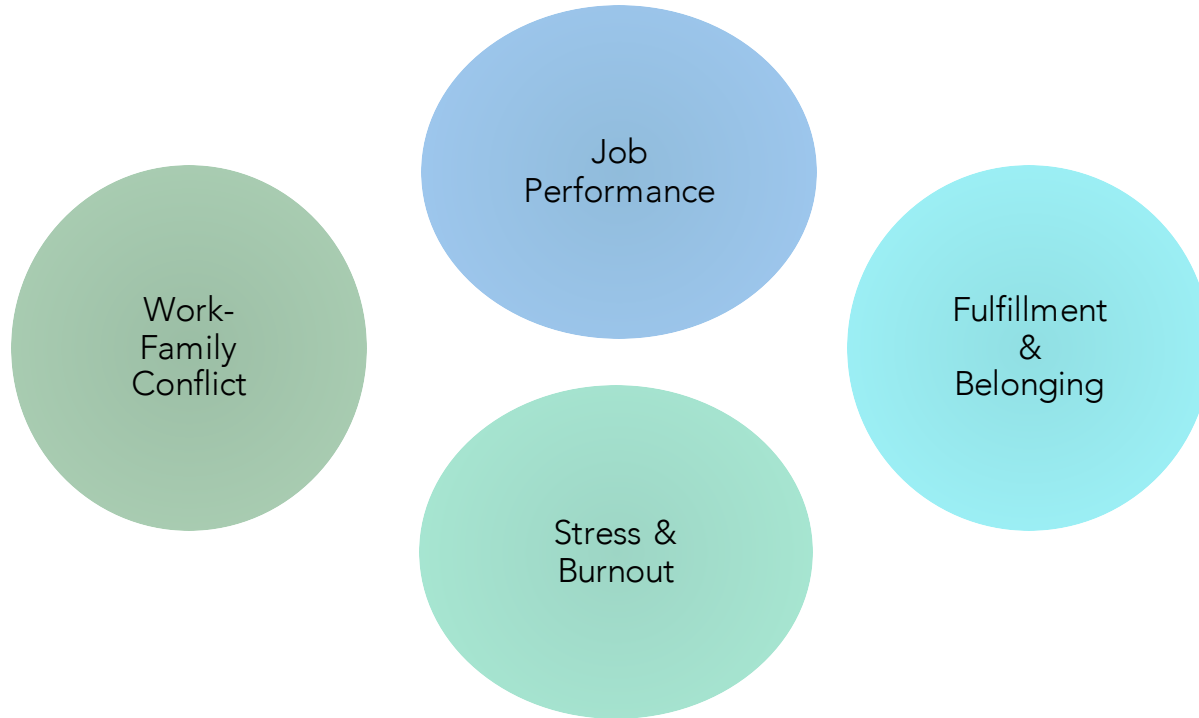
## INFLUENCES

Isolation and loss of community

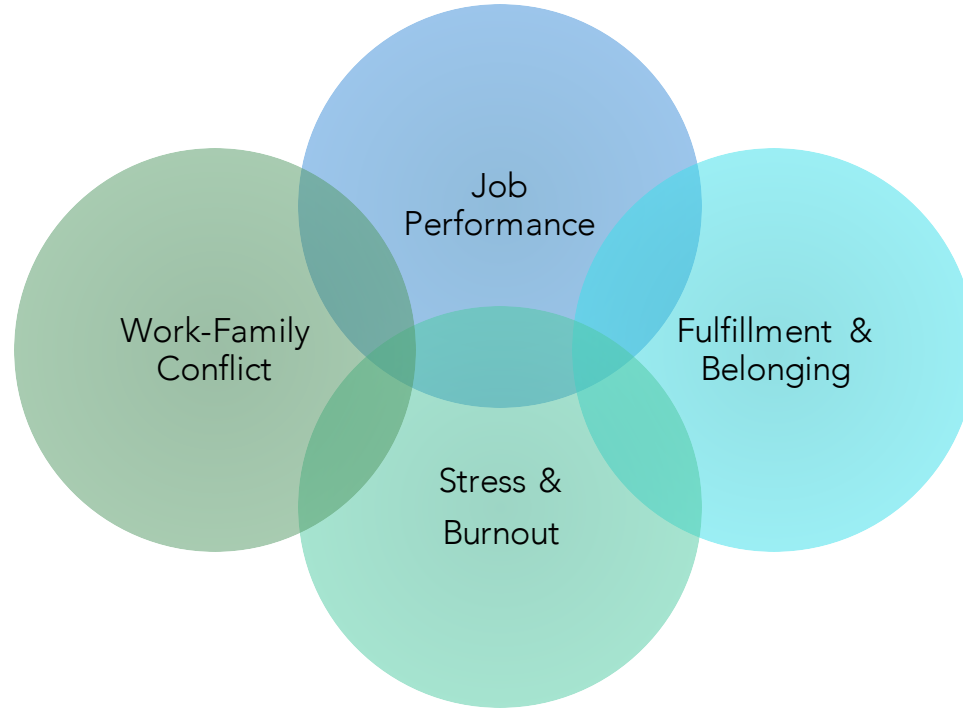
Finances an increasing source of stress

Sources: Kaiser Family Foundation, MetLife

# MENTAL HEALTH AND WORK ARE CONNECTED IN MANY WAYS



# THOSE CONNECTIONS HAVE BEEN INTENSIFIED IN 2020



# OUR RESEARCH AIMS WERE TWOFOLD



- How can companies promote mental health among their employees?
- What role do managers play in these efforts?
- How can companies support them and promote their own well-being?



# RESEARCH METHODS



INTERVIEWS

Affinity Diagram



ANALYSIS

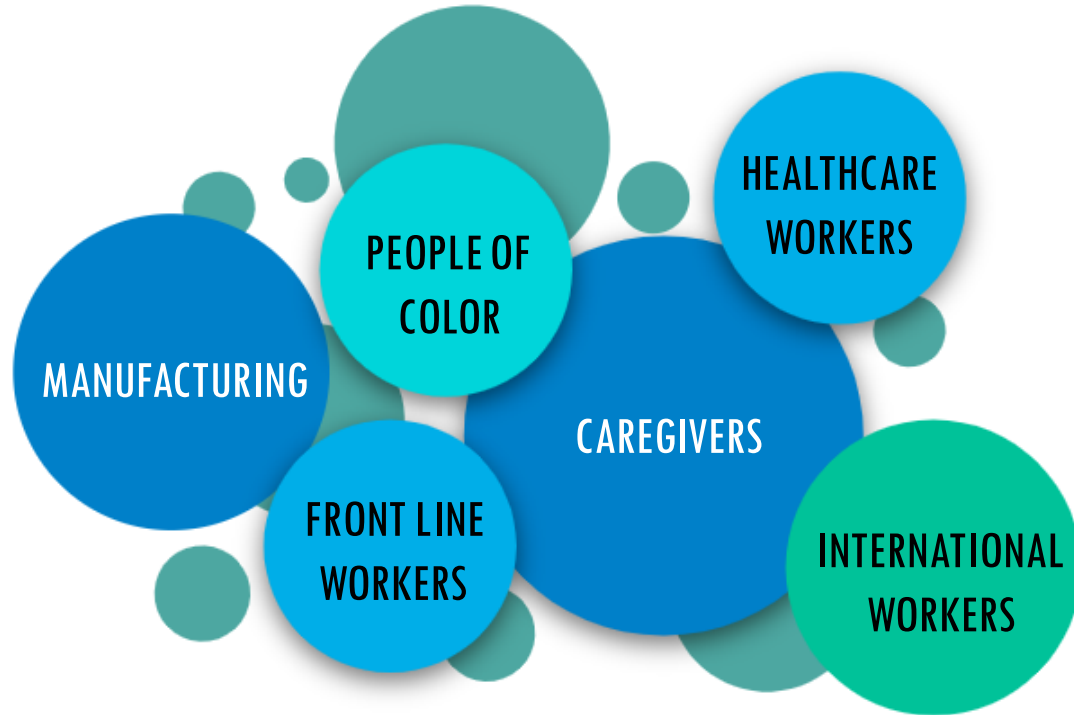
INSIGHTS



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# FINDINGS

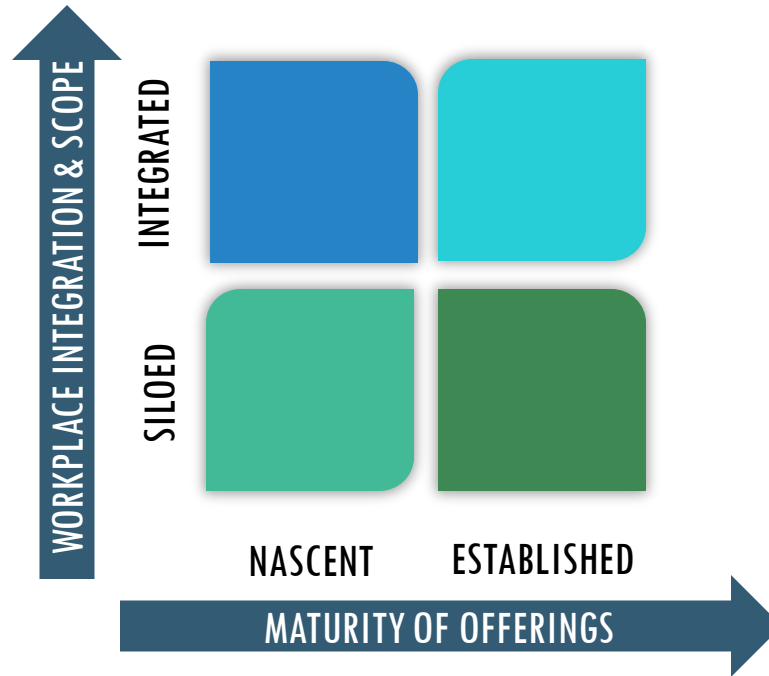
# NOTABLE EMPLOYEE POPULATIONS



# MENTAL HEALTH STRATEGY FRAMEWORK

## INTEGRATED VS. SILOED

- Who is responsible for creating & driving programming?
- How are these skills being reinforced and supported?
- How is success being measured?



## NASCENT VS. ESTABLISHED

- Is this strategy proactive or reactive?
- Is this shared globally or solely in the US?
- Does a formal team exist? How long has this leader been in this role?



# BEST PRACTICES

# FOUNDATIONAL PRACTICES

## PROGRAMS & INITIATIVES

Expansion of EAP & Telehealth

*Webinars on resiliency,  
mindfulness, & self-care*

*Flexible schedules & vacation  
days*

## MANAGEMENT & LEADERSHIP

Spotlight on mental health in  
leadership meetings

*Integrated COVID task force w/  
focus on well-being*

*Newsletters & internal websites  
to promote resources*

# INNOVATIVE PRACTICES

## PROGRAMS & INITIATIVES

Mental health first aid

*Partnership with ERGs for tailored offerings*

*HR teams devoted to well-being*

*Converted childcare centers & company shutdowns*

## MANAGEMENT & LEADERSHIP

Spotlight on leaders with mental health challenges

*Leaders are "people leaders"*

*Trainings & protocols for difficult conversations*

*Performance reviews driven by employee well-being*



# CHALLENGES



# CHALLENGES

## 1 OWNERSHIP & MANAGEMENT

How can this work continue to be innovated by HR, but operated by other areas of the business for a more well-rounded integration?

## 2 MEASUREMENT & REPORTING

How can companies calculate ROI? How can transfer of knowledge be measured? How are employees held accountable for these actions?

## 3 COMMUNICATION

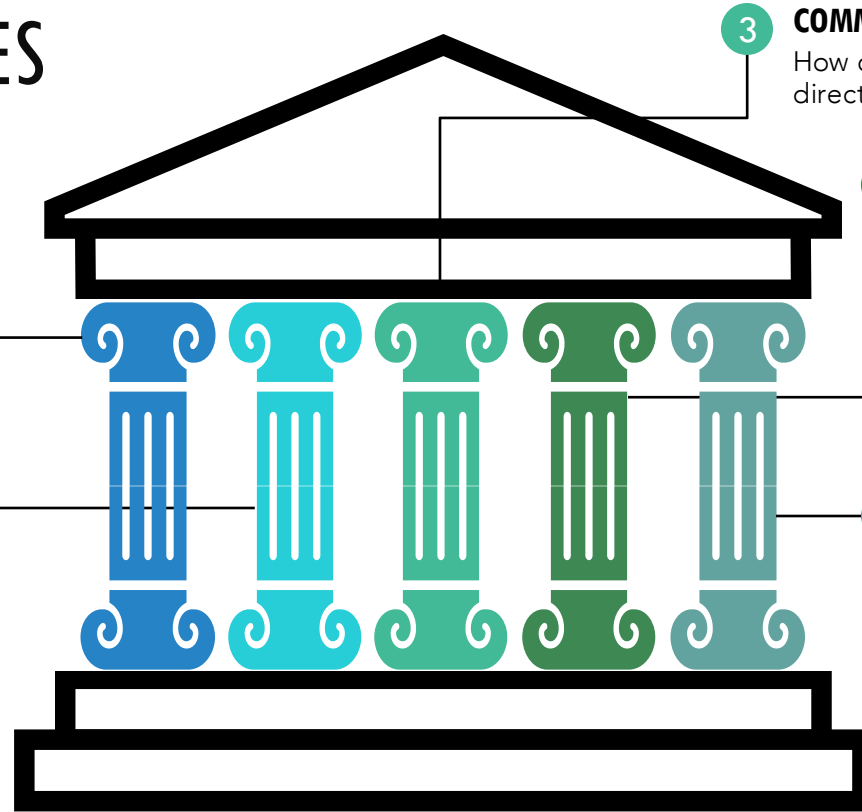
How can communications be simple, direct, effective, and digestible?

## 4 LEADERSHIP

How does emotional intelligence fit into people leadership? How can leaders navigate the line between manager and counselor? How do you evaluate and reward managers along this dimension?

## 5 DISPARATE IMPACT & DIVERSE POPULATIONS

How do companies meet the needs of populations uniquely affected by this pandemic? How are can downstream effects (retention, pay/promotion equity, performance management, etc.) be mitigated?



# CONCLUSION

## TAKEAWAYS

1. Organizations can examine their mental health and wellbeing strategy by determining their position on two dimensions: **integrated vs. siloed** and **nascent vs. established**.
2. In order to develop a strategy that is both effective and sustainable, organizations can review how their program addresses the **five identified challenges**.

## PARTICIPATING COMPANIES – THANK YOU!

Médecins Sans Frontières	Procter & Gamble
Cargill, Inc.	JPMorgan Chase & Co.
Cigna	The Hershey Company
Boston Scientific	Daiichi Sankyo, Inc.
Amgen, Inc.	SC Johnson
Merck	HP Inc.
IBM	Trane Technologies
Workday	Bristol Myers Squibb
American Express	Twitter
General Electric	Shell
Estée Lauder Companies Inc.	Verizon

**THANK YOU!**

**Q&A ?**