

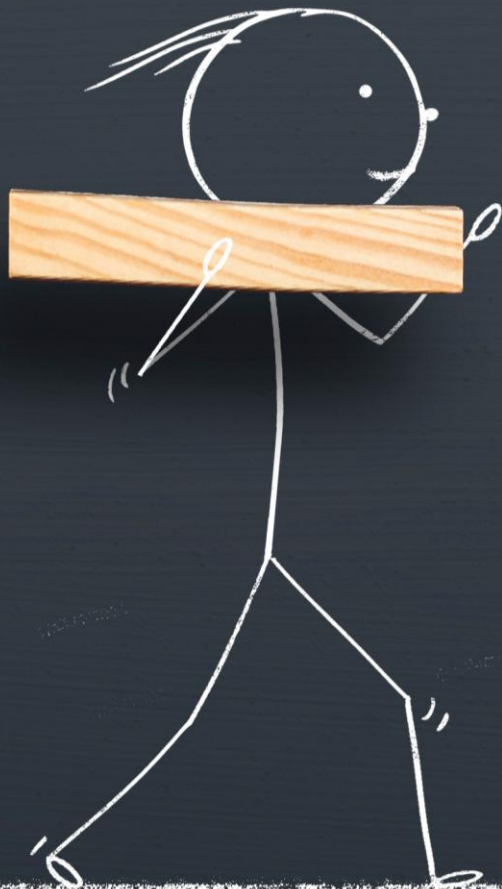
**THREE KEY ELEMENTS**  
**For a Positive Employee**  
**Experience**



**Mental Health Literacy,  
Psychological Safety &  
Inclusion, and Civility**

[www.howatthr.com](http://www.howatthr.com)

# *Awareness* *Building Block* **1**



## **Mental Health Literacy:**

- Understand what is mental health verses mental illness.
- Explore how psychosocial factors can have a positive or negative impact on our mental health.



# Understanding Mental Illness Vs. Mental Literacy

## Mental Illness

### **Mental Illness Definition**

A clinical term that encompasses a range of disorders affecting mood, thinking, and behavior.

### **Diagnosis**

Diagnosed by medical professionals; includes conditions such as anxiety, depression, and schizophrenia.

### **Treatment Requirements**

Requires treatment and intervention for management.

## Mental Literacy

### **Mental Literacy**

Refers to an individual's knowledge and understanding of mental health concepts.

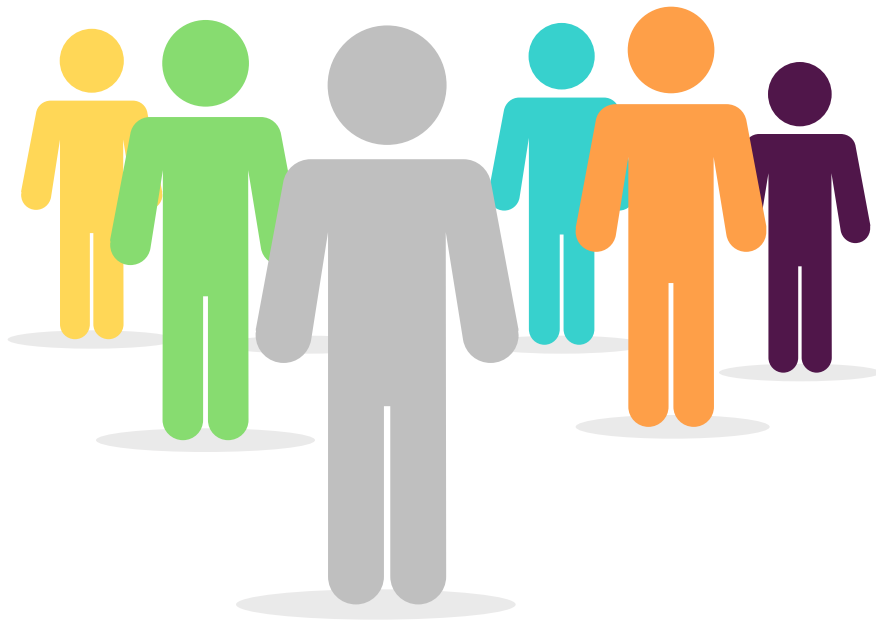
### **Mental Literacy Skills**

Includes skills for recognizing, managing, and improving mental well-being.

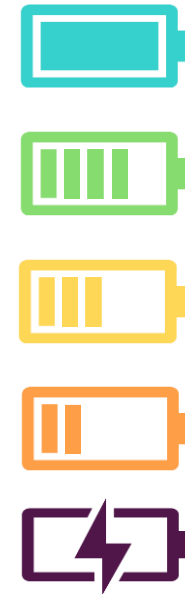
### **Advocacy**

Empowers individuals to advocate for themselves and others.

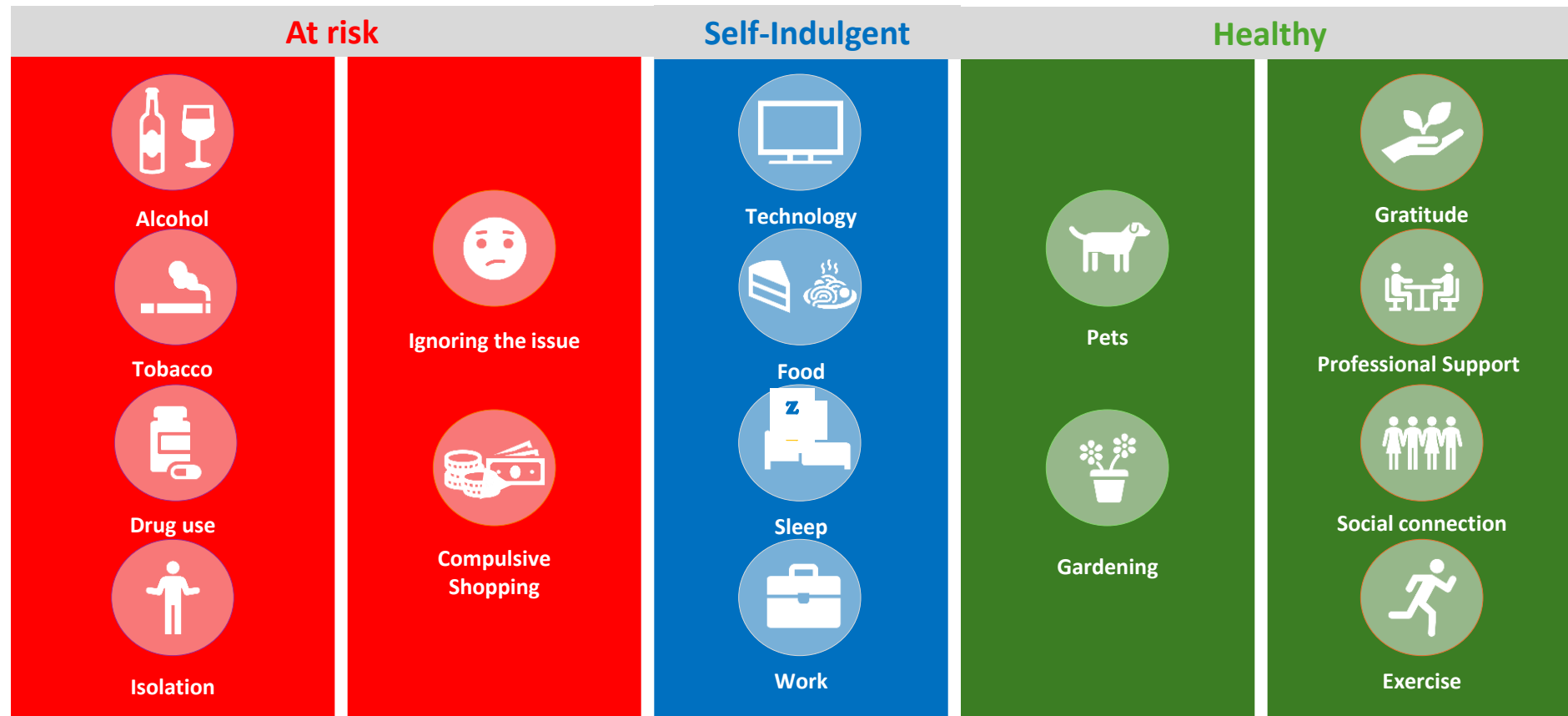
# *Humans are Like Batteries*



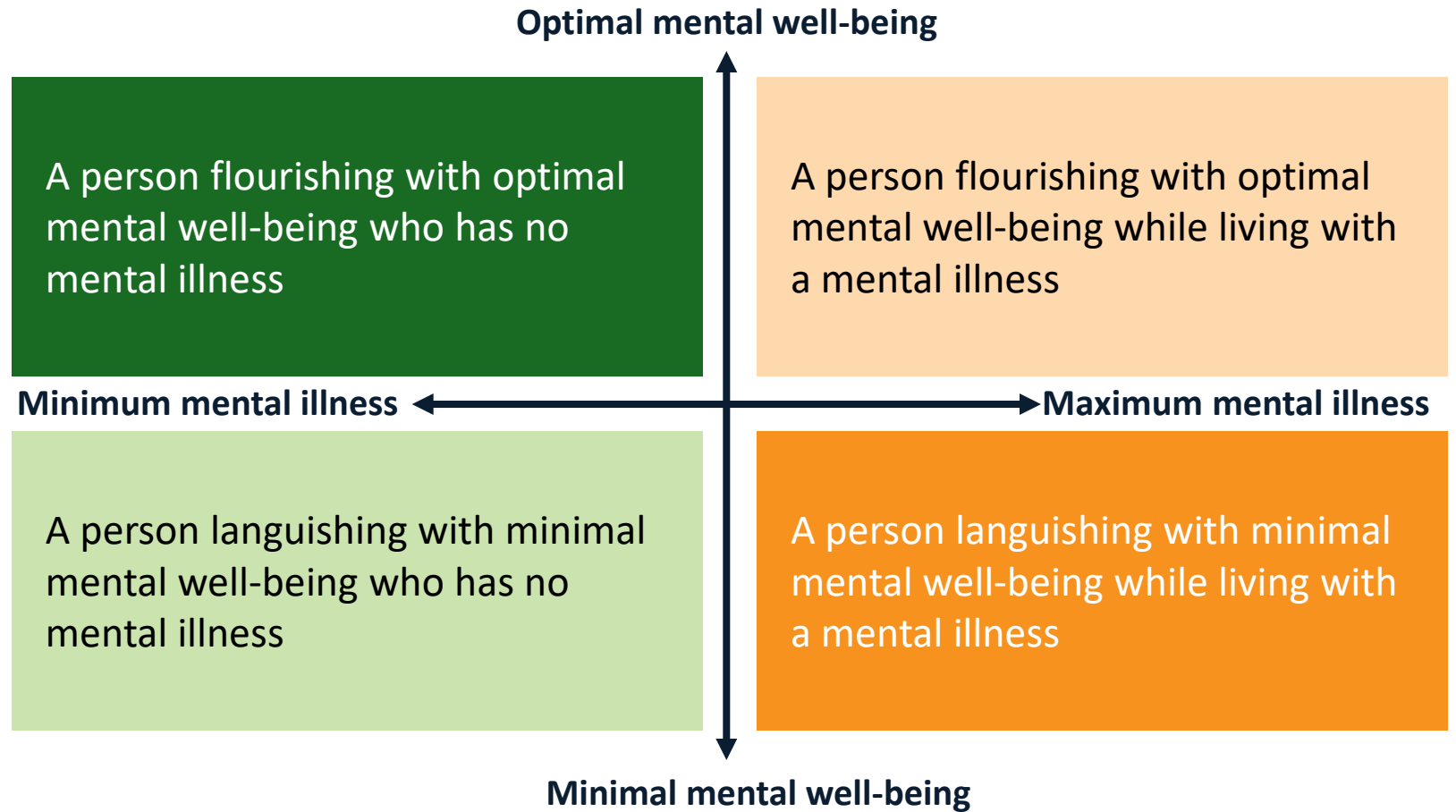
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# Coping Risk Continuum



# *Mental Health Versus Mental Illness*



# The Mental Health Continuum



## Mental Illness

- DSM diagnosis
- Loss of functionality



## Languishing

- Internal dialogue there is no alternative experiencing unpleasant emotions (e.g., feeling blah)
- At risk for engaging in at risk behaviours



## Reacting

- Neither flourishing or languishing
- Well-being is affected
- “Getting by”
- Feel pushing harder than like to



## Flourishing

- Internal dialogue that promotes personal success and the feeling of thriving
- Low risk for developing a mental health issue or addiction



# Activity #1

## Mental Health & Stigma Reflection

- What practices or behaviours in a workplace help build mental health and lower stigma?
- What resources—at work or in the community—can people turn to for mental health support
- We often know what supports our health, but doing it is the hard part — share simple coaching tips that help people take small, doable steps

Mental Fitness Practice



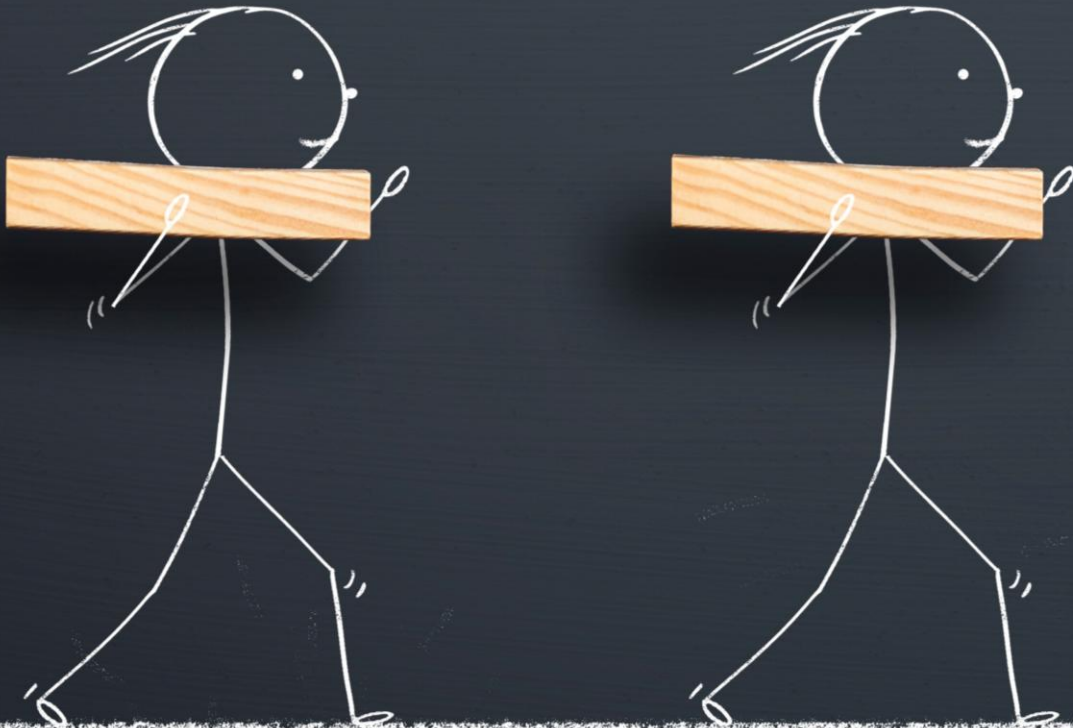
The keys to mental fitness can be learned



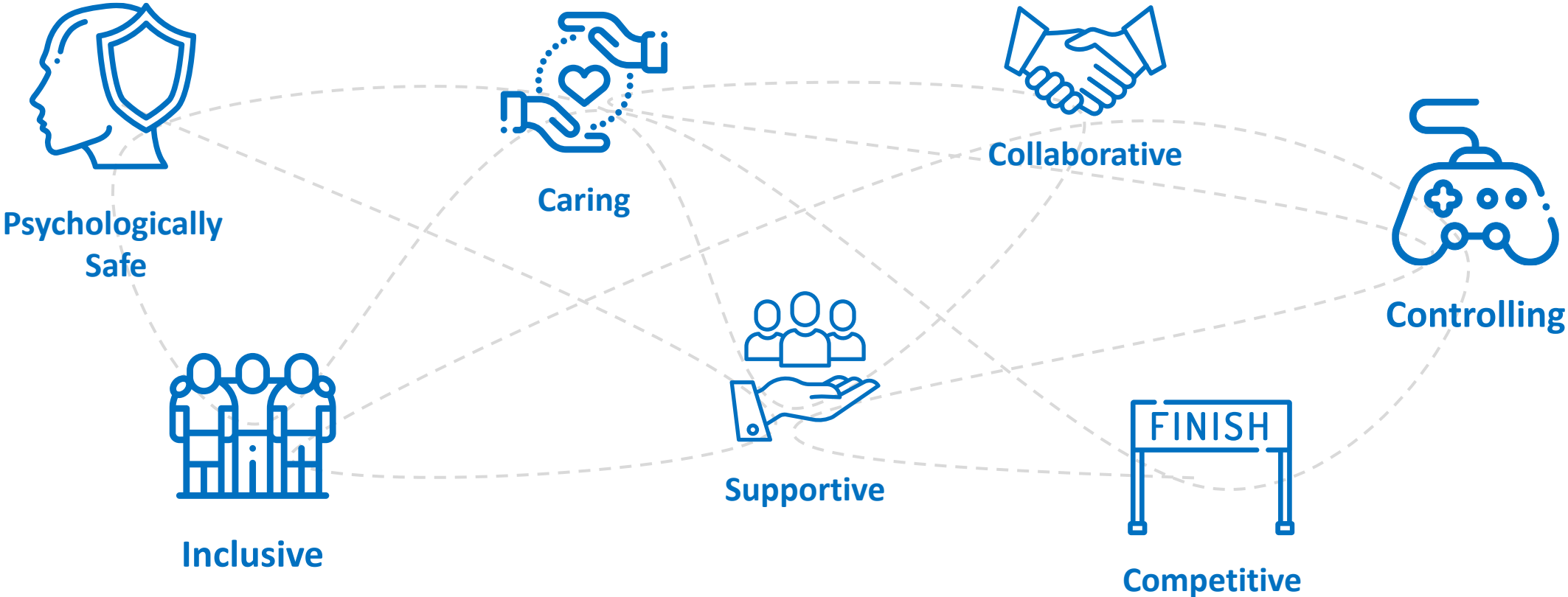
# *Awareness* *Building Block* 2

## What is Psychological Safety and How It Affects Mental Health

- Understand what psychosocial factors and hazards are.
- How our work environment and daily behaviours shape well-being.



# What Comes to Mind When You Think of Your Workplace Culture?



# Understanding the Employee Experience

- Psychosocial factors are the day-to-day conditions that shape someone's mental well-being at work — things like relationships, workload, communication, and how people are treated
- If risks aren't addressed, they can become safety hazards that lead to mental harm and, over time, potential mental injury

## For example:

- Bullying or harassment → withdrawal, absenteeism
- Poor workload management → fatigue, burnout





# *Environment is Everything*



You can feed the fish, set the right temperature, and give it all the basics; but if the water quality is off, the fish will still struggle

In organizations, 'water quality' is the day-to-day environment — how we speak, respond, repair, and lead

A healthy environment isn't optional. It's the foundation for people to thrive

# *Psychological Safety Is Not..*

- Being “nice” all the time
- Letting people do whatever they want
- Lowering expectations
- Avoiding accountability
- Creating a conflict-free, “kumbaya” environment

Psychological safety means treating people with respect, acknowledging our shared humanity, and working together toward meaningful contribution



# Aspects of How Work is Organized

## Identifying hazards of psychosocial nature using ISO 45003

### Aspects of how work is organized

Social factors at work

Work environment, equipment, and hazardous tasks

- Clear roles and expectations
- Autonomy and decision-making
- Workload and pace
- Hours, shifts, and schedules
- Remote or isolated work
- How change is communicated and managed
- Job security and stability



# Social Factors at Work

## Identifying hazards of psychosocial nature using ISO 45003

Aspects of how work is organized

Social factors at work

Work environment, equipment, and hazardous tasks

- Interpersonal relationships
- Leadership behaviours
- Team and organizational culture
  - Recognition and reward
  - Career development
  - Support
- Quality of supervision
- Civility and respect
- Work–life balance
- Violence
- Harassment
- Bullying and victimization



# Physical Factors at Work

## Identifying hazards of psychosocial nature using ISO 45003

Aspects of how work is organized

Social factors at work

Work environment, equipment, and hazardous tasks

- Inadequate or poorly maintained equipment
- Unsafe or uncomfortable workplace conditions
- Lack of necessary tools or resources
- Exposure to extreme or demanding conditions
- Working in unstable or unpredictable environments



# *PHS Hazard: Vulnerability Slope*

Mental Fitness

Mental Injury



# Workplace Psychosocial Hazards May Sound Like

I am torn,  
*I don't know what  
they want me to do*

This place is  
*Toxic*

I am just  
*Emotionally  
exhausted*

I am so angry  
*It just wasn't fair*

That was *Humiliating*

I feel  
*Stressed*

I just can't stop seeing it  
*Over and Over*

Why can't they just let me  
*Get on with my job?*

I just *Don't know*  
What I'm supposed to  
be doing

I am *Burnt out*

I feel like a *Failure*,  
How am I supposed  
To Do all this?

I can't sleep  
*Thinking  
about it*

*Micromanaging is  
Undermining my  
confidence*



# Psychologically Safe Behaviour Comes Down To Three Things

How we show up	How we relate to each other	How we work together
Accountability	Empathy	Role Clarity
Integrity	Inclusion	Sharing Information & Transparency
Honesty	Listening	Asking for help & Collaboration
Optimism	Celebrating & Supporting Others	Embracing Conflict
Kindness	Curiosity	Inviting Feedback

# ***Activity #2***

## ***Psychosocial Risk Factors***

### **Reflection**

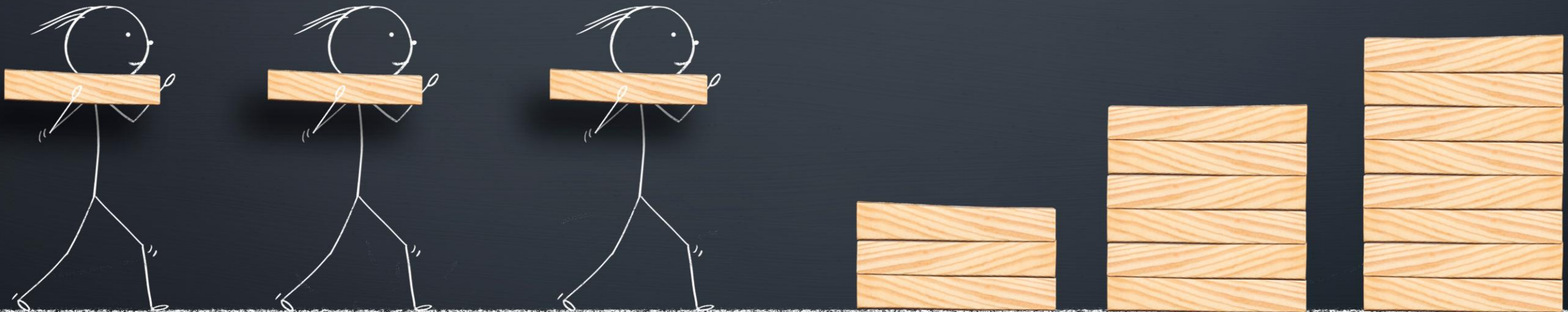
- What helps you show up well?
- What affects how you relate to others?
- What gets in the way of working well together?



# *Awareness* *Building Block* 3

## The role of civility for promoting inclusion, psychological safety and mental health

- Every employee has a role in creating a psychological safe workplace.
- Explore how civility is a protective factor.



# *What Inclusion Feels Like*

My opinions matter, as do my peers.

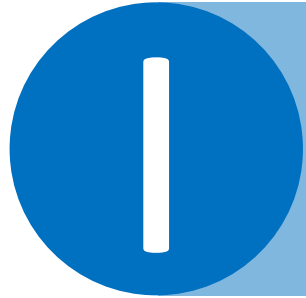
I feel safe expressing myself and I am curious to understand others' experiences.

My differences are celebrated.

Everyone's contributions are valued.

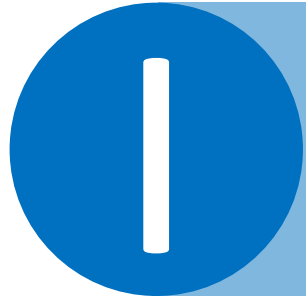
Empathy is the norm, not the exception.

# *The Three I's*



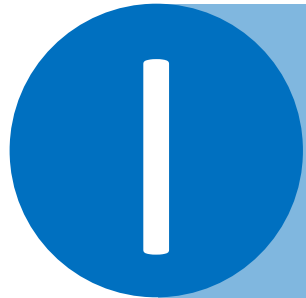
## **Inclusion**

Providing equal access to opportunities and resources for those who may otherwise be excluded or marginalized due to their ethnicity, race, religion, sexuality, or disability.



## **Incivility**

Incivility in the workplace can be rude or unsociable speech or behaviours considered to be inconsiderate, impolite, or offensive. Incivility is defined by a person's frame of reference.



## **Implicit bias (unconscious bias)**

Implicit biases are unintentional, subliminal beliefs or attitudes that affect our understanding, actions, and decisions unconsciously and can lead to misunderstandings and inaccurate judgment.

# *The Inclusive Lens Approach*

## **1. Notice the First Glance**

- We all start with what's visible — the quick, surface-level traits our brain picks up automatically.

## **2. Name the Assumptions**

- Our minds fill in gaps fast, often based on difference. This is where misinterpretations and unconscious bias can slip in.

## **3. Choose Curiosity**

- An inclusive lens means pausing, asking, and seeking the person's full story — not just the part we see first.

**Curiosity is what turns first impressions into real connection**

# *Incivility AKA Rudeness*

Incivility is defined by the *impact*, not the intent. What feels harmless to one person may feel disrespectful to another.

## **Examples of uncivil behaviour:**

- Not honouring commitments
- Taking credit for someone else's work
- Being chronically late
- Leaving shared spaces messy
- Disregarding community norms (e.g., phone use, parking etiquette)

Incivility is any behaviour that signals “your experience doesn’t matter as much as mine

# Be *Aware* of Rudeness



**A**  
Awareness

**A**  
Accountability

**A**  
Action

**Take inventory of your communication style:** Do you tend to be aggressive, assertive, or avoidant or passive aggressive?

**Be honest with yourself:** Are your words, actions, and intentions aligned?

**Put yourself in their shoes:** How do you think your words and actions perceived by others? Incivility is ultimately defined by the receiver, not the sender

# Take *Accountability* for Rudeness



# A

Awareness

# A

Accountability

# A

Action

**Be proactive:** Acknowledge that responsible, proactive leadership is essential for preventing the spiral of workplace incivility.

**Do not tolerate incivility:** If you find yourself starting to make an excuse for why someone was disrespectful to you, ask yourself why.

**Do the work:** Develop the skills necessary to confront rudeness when it happens to us or others.

# Take *Action* on Rudeness



# A

Awareness

# A

Accountability

# A

Action

**Set clear expectations:** Define the kinds of behaviours you find disrespectful with the people you interact with.

**Walk the talk:** If there are behaviours you find rude, then don't engage in such behaviours yourself.

**Ask for feedback:** If our behaviour is perceived by another as being rude, stop it, acknowledge it, and correct it.

**Confront incivility:** When it happens, as quickly as you can, away from others. Do not ignore it.

# Axioms to Adopt

Building a mindset that helps reduce rudeness by practicing a few simple, grounding axioms

Do not assume what is funny for you is funny for others.



Do not assume even when you are trying to be respectful you may be perceived by another person as being rude.



Be open to the possibility you may have been rude and when you learn you have been, apologize and ask what you can do to fix it

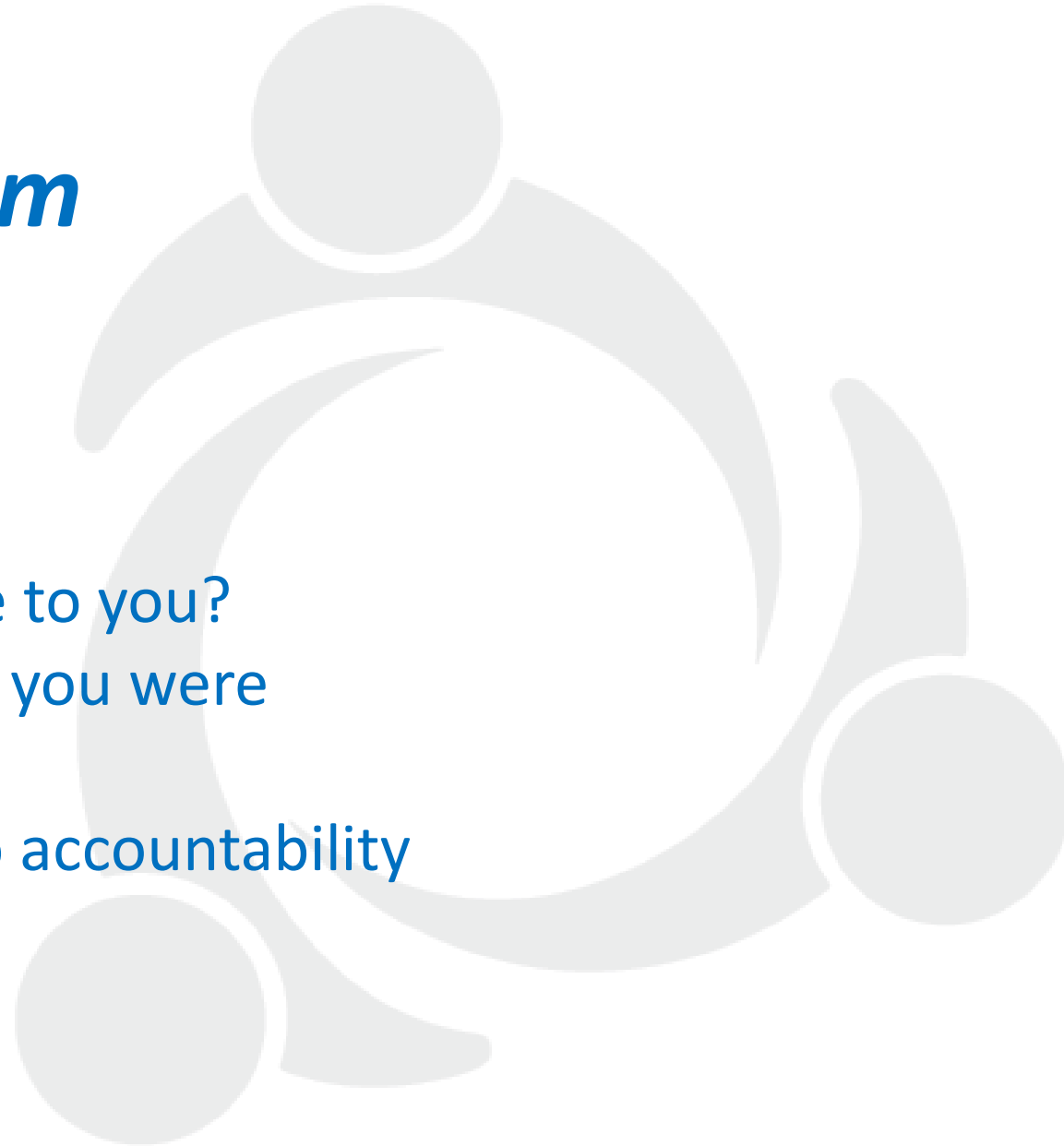


# ***Activity #3***

## ***Be a Master of the Platinum Rule not the Golden Rule***

### **Small Group Reflection:**

- What do you do when someone is rude to you?
- How do you handle it when you're told you were rude?
- Explore how to shift from awareness to accountability and then to action



# Crisis-Ready Interventionist Certification



## Block 1: Building the Foundation

- Spot and act on early distress signals while protecting psychological safety through clear roles and firm boundaries

## Block 2: Responder

- Read risk cues early and use practical de-escalation to respond with calm, clarity, and confidence

## Block 3: Prevention

- Tackle burnout, conflict, and high-risk moments early by supporting colleagues before escalation and using trauma-informed approaches

## Block 4: Crisis-Ready Micro-Interventions

- Use real-world scenarios to practice communication frameworks and navigate support pathways and escalation protocols with confidence

# Questions?



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