



Operationalizing Mental Health in the Workplace

The reason we roll our eyes when people start talking about values is that **everyone talks a big values game but very few people practice one.** It can be infuriating...In our experience, only about **10 percent of organizations have operationalized their values** into teachable and observable behaviors that are used to train their employees and hold them accountable. Ten percent. If you're not going to take the time **to translate values from ideals into behaviors—**if you're not going to **teach people the skills they need** to show up in a way that's aligned with those values and then **create a culture in which you hold one another accountable for staying aligned with the values**—it's better not to profess any values at all. They become a joke. A cat poster. Total BS.


– Brene Brown, *Dare to Lead*



Operationalized Values

- **Organizational cultures** thrive when there is a shared language and commitment to a set of behaviors that align with the stated values.
- Drive productive decision making
- Not too slow, not too fast: thoughtful and decisive
- Easier to deal with conflicts through a values conversation
- Helps to loosen the attachment to tactics when you have to explain them through a values lens. – Brene Brown, *Dare to Lead*



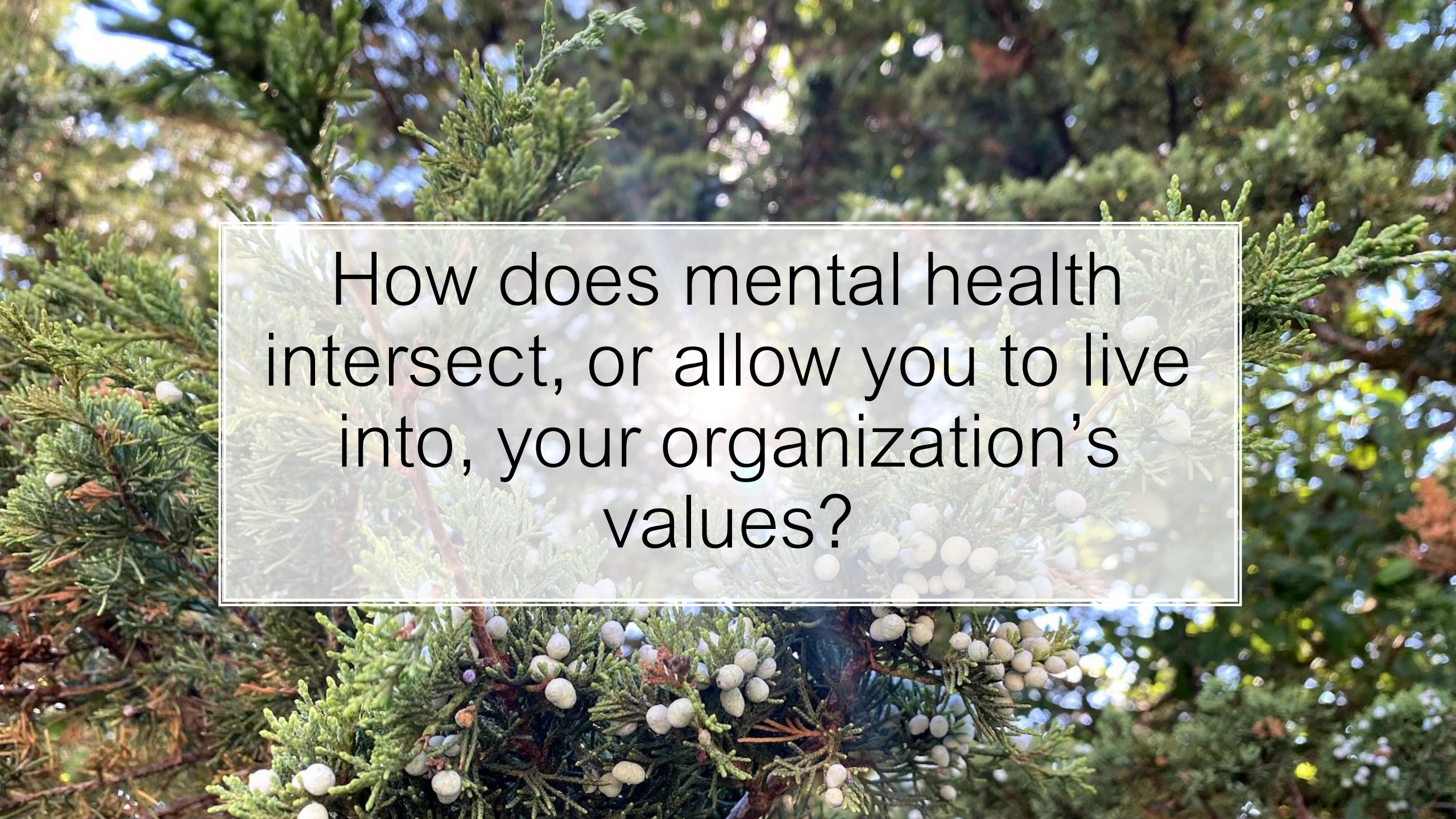


What are your organization's
values, vision, or mission
statement?

Table Discussion Questions

- What behaviors can you name that speak to these values? (See Brene Brown handout for ideas)
- Are there current behaviors that are considered normal in your culture, yet they get in the way of good work and living into your organization's values?





How does mental health
intersect, or allow you to live
into, your organization's
values?

TABLE 1. Criteria for Mattingly Award Recognition

Category	Description
Culture	<ul style="list-style-type: none">• Positive organizational culture that supports employee mental health (eg, building mental health into the organization's human capital strategy, governance and leadership emphasis on employee psychological well-being, including mental health in organizational communications and materials)
Robust mental health benefits	<ul style="list-style-type: none">• Health plan that provides affordable access to a broad range of mental health services• Accessibility considers the quality of care, availability of an adequate provider network, the reasonableness of any service limits
Employer-sponsored mental health resources	<ul style="list-style-type: none">• Utilization of stress management practices that provide employee resources, address organizational issues that cause stress, and reduce physical and psychosocial stressors in the work environment• Mental health training• Robust EAP available that addresses the needs of a diverse workforce population
Workplace policies and practices	<ul style="list-style-type: none">• Safety/ergonomics practices• Programs and/or policies to prevent sexual harassment, discrimination, workplace violence, and bullying/incivility• Comprehensive efforts to promote diversity, equity, and inclusion
Healthy work environment	<ul style="list-style-type: none">• Opportunities to mentally recharge (eg, quiet rooms, promoting effective use of breaks and time off)• Infrastructure that supports healthy behaviors and self-care (eg, healthy food options, fitness facilities, open stairwells)• Opportunities for social connectedness and inclusion (eg, social gatherings, employee support groups, volunteer opportunities)
Leadership support	<ul style="list-style-type: none">• Leadership training on mental health awareness, sensitivity, and providing support to employees• Crisis management training and protocols to respond to workplace violence and/or suicides• Modeling healthy behaviors (eg, leaders including mental health topics in communications, managers participating in workplace programs)• Use of supportive supervision techniques (eg, providing effective performance feedback, managing conflict)• Managing work- and job-related factors that can affect mental health (eg, autonomy/control, monitoring overwork, setting clear performance expectations)
Positive outcomes	<ul style="list-style-type: none">• Increased awareness, utilization, and satisfaction with mental health programs and resources• Improved employee mental health and well-being outcomes• Reduction in stigma related to mental health
Innovation	<ul style="list-style-type: none">• Incorporation of technology or non-traditional programs/services that yield positive mental health outcomes• Removal of barriers, making resources easily available• Creative communication strategies

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Discussion Questions

- What are the behaviors that we will actually hold people accountable for during goal setting, feedback conversations/check-ins, and performance evaluations?



“

When I dare to be powerful,
to use my strength in the
service of my vision, then it
becomes less and less
important whether I am
afraid.

”

- Audre Lorde