



Integral Workplace Health



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# Managing Employees in Uncertain Times

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# Agenda

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- Understanding Mental Health and Impact of Covid-19
- Defining Leadership
- Taking the Lead



# MENTAL HEALTH AND COVID-19

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# What Is Mental Health?

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World Health Organization:

“A state of well-being in which every individual realizes his or her own potential, can cope with the normal stresses of life, can work productively and fruitfully, and is able to make a contribution to her or his community.”

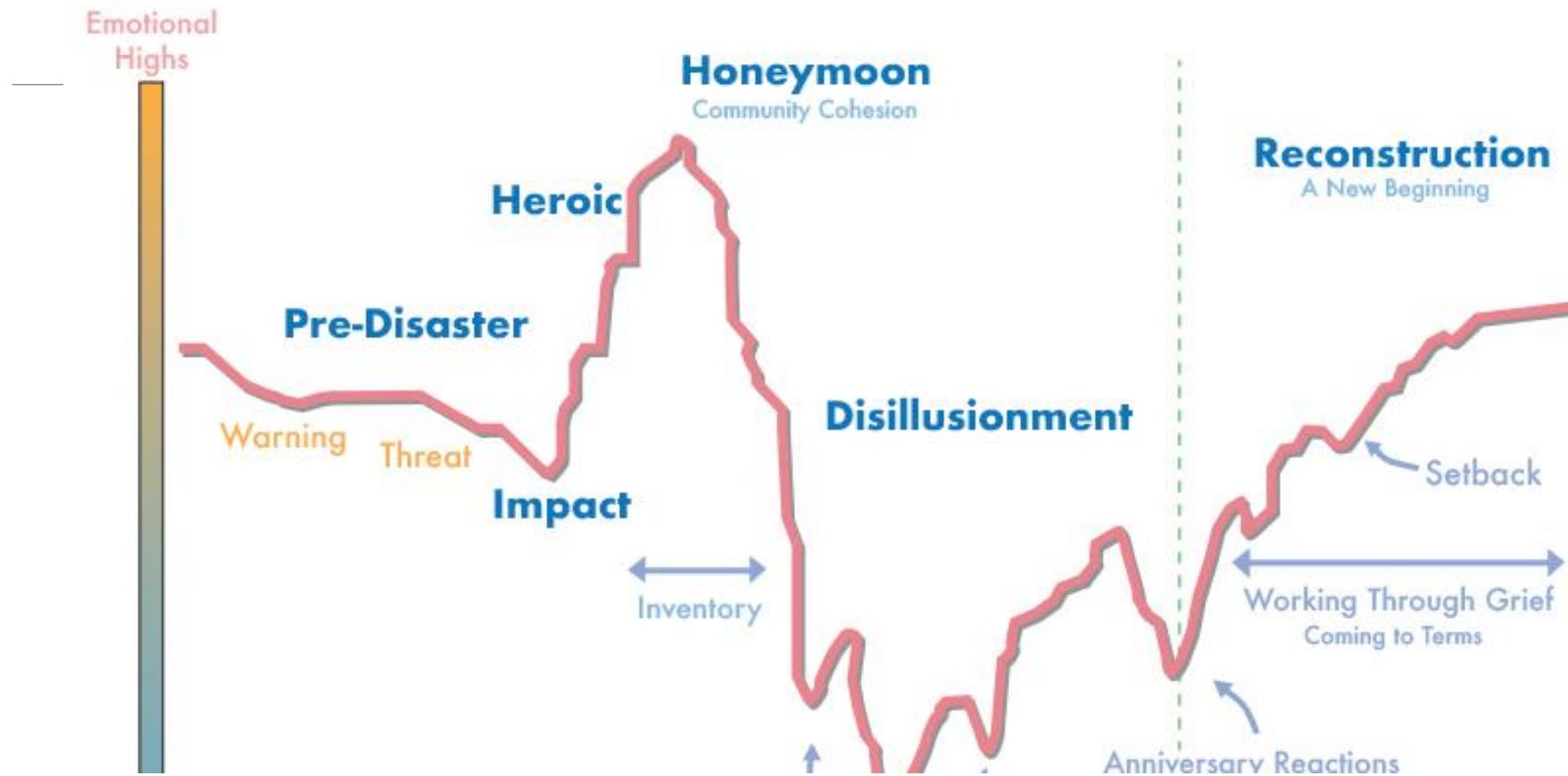
# COVID -19 A Unique Confluence Of Stressors

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- Illness and risk of illness stressor
- All aspects of life disrupted
- Normal coping mechanisms disrupted
- Indefinite disruption and future uncertainty

Experiencing Stress And Poor Mental Health Are Normal Reactions  
To Abnormal Circumstances

# PHASES OF CRISIS DISRUPTION



SAMHSA, Adapted from Zunin & Myers

# As Time Goes By

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- Ongoing stress
- Grief and loss
- Residual stress or trauma
- Confusion
- Risk taking behaviour
- Adaptation fatigue

Covid-19 A Collective Global Disaster and a Unique Individual Experience



# Stress Symptoms

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- Physical
  - Sleep
  - Appetite
  - Diet
  - Exercise
  - Tension
- Emotional
  - More & stronger
  - Less control
  - Negative
- Cognitive
  - Confusion
  - Concentration
  - Accuracy
  - Negative
  - Repetitive
- Behavioural
  - Approach/Withdrawal
  - Emotional expression
  - Performance
  - Substances

# Impact In The Workplace /Community Work

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# Signs of Stress

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## Change from the base line

- Mood
- Participation
- Expressing
- Appearance
- Productivity
- Performance



**SUSPEND JUDGEMENT & EXPLORE**



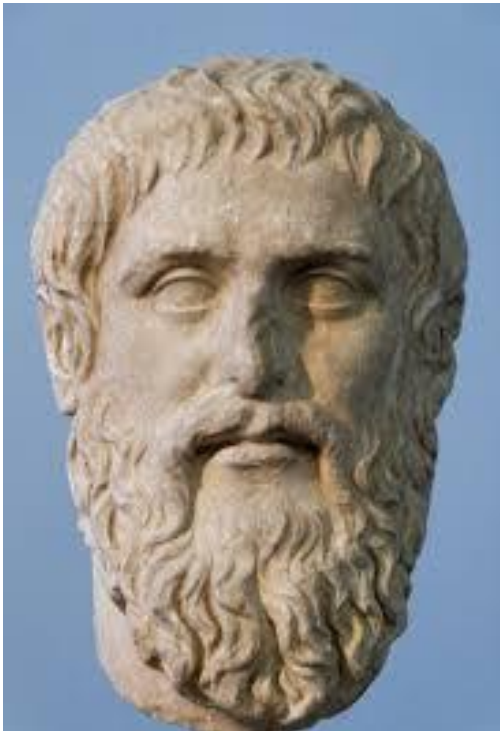
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# LEADERSHIP

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# Leadership is as easy as 1, 2, 3..

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1. Prudence/Wisdom
2. Fortitude(courage)
3. Temperance
4. Propriety
5. Humility
6. Justice
7. Truthfulness
8. Humanity
9. Transcendence

# Leaders Are Human

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- Stress
- People skills
- Actions influenced by implicit values and perceptions
- Leadership changes you and your relationships

# COVID-19 : DISRUPTION OPPORTUNITY FOR A RESET

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- Opportunity to evaluate what works well, what doesn't, what's missing
- Business continuity – heightened need for engaged, healthy, productive employees

# Steps To Effectiveness: Taking Ownership

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- Self Awareness
- Emotional Regulation
- Self Care





# Self Awareness: Head: Values and Beliefs

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## WORDS:

- What is the profile of a leader?
- What is the nature of other people?
- How do you motivate people?
- What is my mandate?
- What are my priorities?
- Is it o.k. to do wrong to do good?

## ACTIONS:

- How have my values/beliefs changed over time?
- How have my values/beliefs changed since I became a leader?
- How do my actions reflect my stated values/beliefs?
- What values/beliefs do my actions reflect?
- Is this working for me as a person?
- Is this effective as a leader?

**Don't believe everything you think**

# Self Awareness: Head: Values and Beliefs

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- Opportunity to challenge or own your beliefs
- Pygmalion Effect
- Executive Blind spots
- Nobody wants to tell you...
- Role Modeling
- Opportunity for humility, truthfulness

# Heart: Emotional Regulation

## AWARENESS & MANAGING EMOTIONS

- How am I feeling?
- How is that affecting my behaviour?
- What is that emotion telling me?
- What can I do about it?

## WHY DOES IT MATTER?

- Role model and emotional contagion
- Fosters trust
- Project confidence
- Project optimism
- Temperance
- Courage
- Nobody wants to tell you...

# Body: Self Care

## LONG TERM INVESTMENT

- Exercise
- Sleep
- Healthy Eating
- Breaks
- Moderation
- Mindfulness

## WHY IT MATTERS

- Mind/body connections
- Resilience
- Role modeling
- Permission and encourages others



# TAKING THE LEAD

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# Principles Of Good Leadership In Conversation

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“Management is doing things right; leadership is doing the right things.”

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Peter Drucker

# A Good Conversation Common Stress Pitfalls

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- Jumping to conclusions
- Jumping to solutions
- Blurred boundaries

# A Good Conversation Starts With You

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- Slow down - Breath
- Remind yourself:
  - It's o.k. to say I don't know.
  - It's o.k. to admit that you are also human.
  - It's o.k. to draw boundaries.
- Think: “maybe”
- Suspend judgement & explore
- “Leave the crown in the garage”
- \* Focus on outcomes vs hours
- \* Focus on good and emergent practise where there is no best practise



“These changes will also be associated with a different leadership style, one that focuses on outcomes rather than on time spent at the office...we trust our employees and empower them to shape their work themselves so that they can achieve the best possible results.”

Roland Bush CEO Siemens on COVID and WFH

# Your Interactions

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- Role model: self care, accountability, kindness
- Communicate: frequently, transparently, honestly
  - Speak
  - Listen
  - Hear
- Connect
- Be responsive
- Facilitate: connections, resources, accommodation
- Practise Gratitude , say thank you

# Preparing For A Good Conversation

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- Timing
- Limit Distractions
- Emotional self regulation
- Preparation:
  - Boundaries
  - Clear expectations and agenda
  - Resources
- (Check audio and video )
- Ongoing Self Care

# Talking with People

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- Address the Obvious
  - What's going well ?
  - What not going so well ?
  - What needs to change ?
- Acknowledge/ Validate (I > U)
  - What I hear you say ....
  - Help me understand.....
- (Ask again)
- Respect their boundaries
- Offer support/resources
- Follow Up



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# Talking with People: Expressing Concern

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- Address the Obvious
- **Observations** (I > U)
- **Concern**
- Acknowledge/ Validate
- Respect their boundaries
- Support/Resources
- Follow Up



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# Summary

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Covid-19 has impacted people in unique ways

People are experiencing normal mental health reaction to an abnormal situation.

It has amplified the need for conscious and effective leadership.

Being a leader requires self awareness, self regulation and self care

As a leader you have an opportunity to impact people and your organization for the best .



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Q&A

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# Thank you



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# Food For Thought

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Leaders and Power:

The Power Paradox, Dacher Keltner

The Power Paradox- you tube: <https://www.youtube.com/watch?v=1FAFhwh9PeM>

Humankind, Rutger Bregman

Out of the crisis, Edward J Deming

<https://www.theatlantic.com/magazine/archive/2017/07/power-causes-brain-damage/528711/>

What people look for :

Mercer global trends report: <https://www.mercer.com/our-thinking/career/global-talent-hr-trends.html>

Conscious breathing: <https://www.youtube.com/watch?v=5DqTuWve9t8>

# Food For Thought

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Emotional Intelligence and self regulation:

Daniel Goleman : <http://www.danielgoleman.info/video/>

Daniel Goleman blog: <http://www.danielgoleman.info/category/leadership/>

Business resilience:

Gary Hamel : <https://hbr.org/2003/09/the-quest-for-resilience>

<https://www.forbes.com/sites/stevedenning/2018/02/12/achieving-organizational-resilience/#775544f4d96e>

[http://www.garyhamel.com/sites/default/files/uploads/future\\_of\\_management.pdf](http://www.garyhamel.com/sites/default/files/uploads/future_of_management.pdf)

Leadership virtues: <https://www.emerald.com/insight/content/doi/10.1108/MRR-07-2019-0326/full/html>