



We Are All Not Ok

Building Cultures that Support, Heal and Strengthen

Natalie Gupton, MPA, CFRE
VP and COO, AgSafe

Amy Wolfe, MPPA, CFRE
Partner, Mujeres Poderosas, LLC



Natalie Gupton, MPA, CFRE

Vice President and Chief Operating Officer

AgSafe





Amy Wolfe, MPPA, CFRE
Partner
Mujeres Poderosas, LLC





Learning Objectives

By the end of this session, participants will gain an understanding of positive workplace cultural conditions, including:

- The impact of poor mental health on our workforce
- Identifying core elements of impactful teams
- The art of clear expectations and the impact to team harmony
- How to effectively motivate and engage a diverse workforce
- How to create a workplace with positive health norms





Nearly one-fifth of U.S. workers (19%) rate their mental health as fair or poor, and **these workers report about four times more unplanned absences due to poor mental health** than do their counterparts who report good, very good or excellent mental health.





Generalized across the U.S. workforce, missed workdays are estimated to cost the economy **\$47.6 billion** annually in lost productivity.

Impact of Worker Mental Health on Unplanned Missed Workdays Annually

Overall, would you say your mental health is excellent, very good, good, fair or poor?
In the last month, how many workdays have you missed due to poor mental health?*

■ % Excellent ■ % Very good ■ % Good ■ % Fair ■ % Poor



*Controlling for age, gender, household income, education, race, ethnicity, marital status and region

**Extrapolated to a 12-month period

GALLUP PANEL, AUG. 23-SEPT. 7, 2022

GALLUP



Poor or Fair Mental Health Distribution

- Women = 23%
- Men = 15%
- Under the age of 30 = 31%
- Aged 50-64 = 11%
- Aged 65+ = 9%



The Cost of Poor Mental Disorders

- Mental disorders costs more than cancer, diabetes, and chronic respiratory disease
- \$16.3 trillion is the estimated economic output loss due to mental disorders from 2011-2030



Work-Related Risk Factors for Health

- inadequate health and safety policies;
- poor communication and management practices;
- limited participation in decision-making or low control over one's area of work;
- low levels of support for employees;
- inflexible working hours; and
- unclear tasks or organizational objectives.



Burnout

Burnout is a career killer. Employees who frequently experience burnout at work are:

- 2.6 times as likely to leave their current employer
- half as likely to discuss how to approach performance goals with their manager
- 13% less confident in their performance

The primary causes of burnout at work are: unfair treatment, an unmanageable workload, lack of role clarity, and a lack of communication and support from one's manager.





Culture of Impact

Workplace culture is the behavior that results when a group arrives at an understanding of how to work together. Culture manifests itself in an organization's:

- Communication and language choices.
- Decision making and priorities.
- Symbols and messaging.
- Stories and legends.
- Practices for daily work and scheduling.
- Level of formality or informality.
- Focus on cooperation, teamwork, or competitiveness.
- Treatment of customers, clients and members.
- Expectations of honesty, integrity, and achievement.



Collaboration

Independence

Control

Flexibility

Competitiveness

Formality



Culture of Impact

Create a culture to help them have a meaningful impact:

- Management styles
- Avoiding the micro-management trap
- Setting the team up for success



Culture of Impact

Create a culture to help them have a meaningful impact:

- Celebrating success
- Evaluate, evaluate, evaluate
- Communication is key





Setting Expectations

“Not getting clear with a colleague about your expectations because it feels too hard yet holding them accountable or blaming them for not delivering is unkind.”

Clear is Kind. Unclear is Unkind.

Brené Brown



Setting Expectations

- Path towards a shared understanding of what constitutes success
- Creates a negative multiplier effect if not addressed at the outset – it all snowballs
- Should always have a focus on action and behavior not making it personal
- An opportunity to lead by example
 - Example - deadline clarification



Setting Expectations

- Revisit regularly as circumstances evolve
 - Leaning into empathy and active listening skills
- Value in formal and informal
 - Team culture versus metrics that impact compensation
- Speaks to your leadership style
 - Do they have an A to start the class and earn an F or do they work their way up from an F to an A?





Motivation

*What Employers
and Employees
Really Value at Work*

What Employers Value

89%

say it's critical
that employees understand
their company's mission.



84%

of senior decision-makers
think their company recognizes
employees who demonstrate the values
that their company cares about most.



Yet
33%

of employees
think their employer could do more to
recognize them when they demonstrate
these values.



What Employees Value

63%

of employees
agree that their managers could
do more to praise and thank them
in a timely, specific way.



52%

of employees
would choose a company that cared about
their well-being over a company that pays
10% more.



And
59%

of workers
would prefer a business that
prioritizes recognition rather
than take a job with a higher
salary and no recognition.





Motivation

- Care and Connection - foundational principles
- Tangible Benefits
 - Insurance options (flex spending accounts, life insurance, long-term disability insurance)
 - Shortened workweek (ex. 36-hour full time)
 - Flexible and hybrid scheduling
 - Childcare support
 - Caregiver support
 - Professional development and learning opportunities
 - Professional association and civic organization memberships



Motivation

- Intangible Benefits
 - Systems of praise, recognition and support
 - Formal and informal (at team meetings, group and on—on-one emails)
 - Opportunities to grow as a team (coach for your team, not just individuals)
 - Efforts to form meaningful relationships (food is a universal connector)
 - Celebration of work and non-work-specific milestones (company anniversary, holidays, birthdays)



Healthy workplaces

AFPICON
2023 | NEW ORLEANS
APRIL 16-18

afpicon.com
#afpicon

Presenting Sponsor:
blackbaud

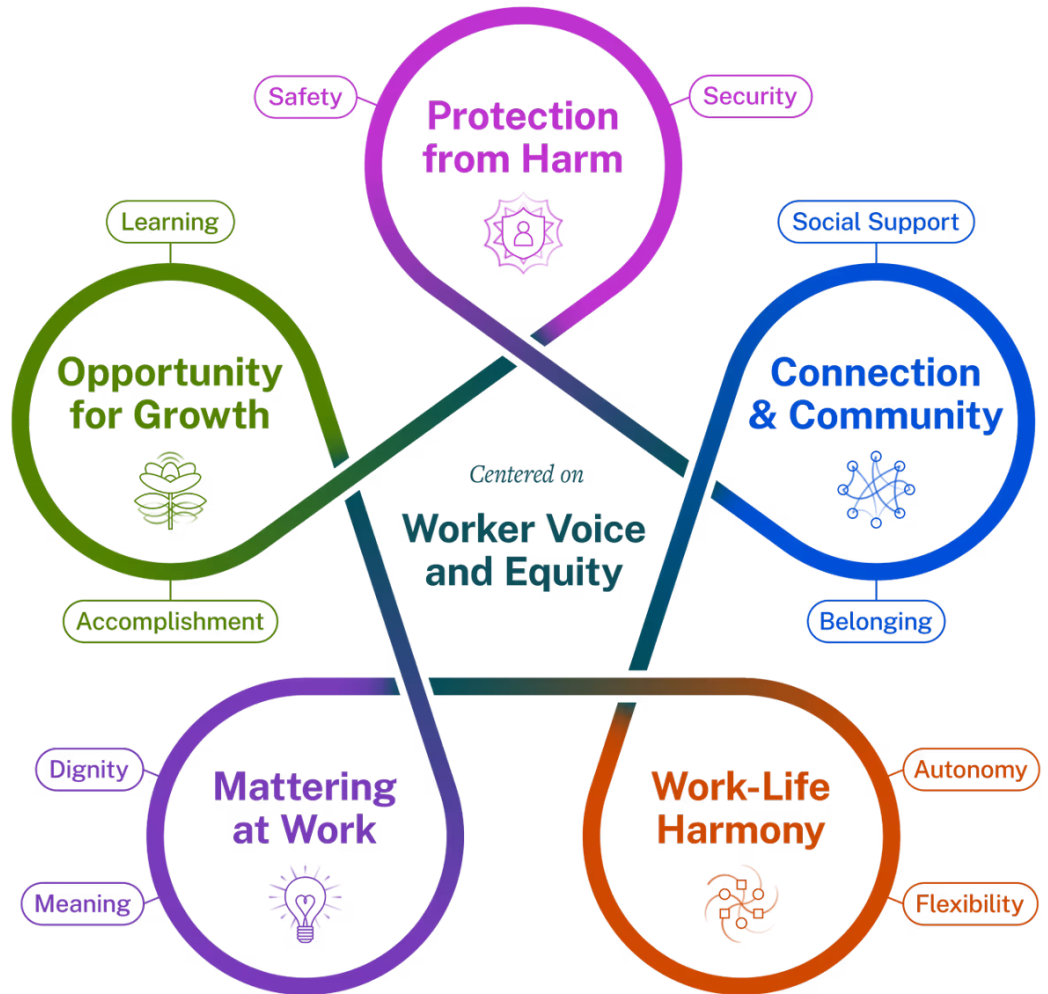


The workplace is an optimal setting to create a culture of health because:

- Communication structures are already in place.
- Programs and policies come from one central team.
- Social support networks are available.
- Employers can offer incentives to reinforce healthy behaviors.
- Employers can use data to track progress and measure the effects.



The Surgeon General's Framework for Workplace Mental Health & Well-Being





The first Essential of this Framework is **Protection from Harm**. Creating the conditions for physical and psychological safety is a critical foundation for ensuring workplace mental health and well-being. This Essential rests on two human needs: **safety** and **security**.

Human Needs

- **Safety** is protecting all workers from physical and non-physical harm, including injury, illness, discrimination, bullying, and harassment.
- **Security** is ensuring all workers feel secure financially and in their job future.



The second Essential of the Framework is **Connection and Community**. Fostering positive social interactions and relationships in the workplace supports worker well-being. This Essential rests on two human needs: **social support** and **belonging**.

Human Needs

- **Social Support** is having the networks and relationships that can offer physical and psychological help, and can mitigate feelings of loneliness and isolation.
- **Belonging** is the feeling of being an accepted member of a group.



The third Essential of this Framework is **Work-Life Harmony**. Professional and personal roles can together create work and non-work conflicts. The ability to integrate work and non-work demands, for all workers, rests on the human needs of **autonomy** and **flexibility**.

Human Needs

- **Autonomy** is how much control a worker has over when, where, and how they do their work.
- **Flexibility** is ability of workers to work when and where is best for them.



The fourth Essential of the Framework is **Mattering at Work**. People want to know that they matter to those around them and that their work matters. Knowing you matter has been shown to lower stress, while feeling like you do not can raise the risk for depression. This Essential rests on the human needs of **dignity** and **meaning**.

Human Needs

- **Dignity** is the sense of being respected and valued.
- **Meaning** in the workplace can refer to the sense of broader purpose and significance of one's work.



The final Essential of this Framework is **Opportunity for Growth**. When organizations create more opportunities for workers to accomplish goals based on their skills and growth, workers become more optimistic about their abilities and more enthusiastic about contributing to the organization. This Essential rests on the human needs of **learning** and a sense of **accomplishment**.

Human Needs

- **Learning** is the process of acquiring new skills and knowledge in the workplace.
- **Accomplishment** is the outcome of meeting goals and having an impact.



4

The 4 A's of a Mental Health-Friendly Workplace

1

AWARENESS

Build
Awareness and
a Supportive
Culture

2

ACCOMMODATIONS

Provide
Accommodations
to Employees

3

ASSISTANCE

Offer
Employee
Assistance

4

ACCESS

Ensure
Access to
Treatment



Mental Health

1. Speak candidly about mental health.
2. Keep the conversation going.
3. Include all levels of staff.
4. Encourage employees to take mental health days off.
5. Pay attention and be ready to help.
6. Make sure the tools and resources are relevant.
7. Facilitate access to these resources
8. Prioritize confidentiality and anonymity.
9. Design a mentally healthy workspace.
10. Focus on the positive.





Insurance Providers Have Resources - Cigna



Happify

Overcome negative thoughts and stress with science-based activities and games.

[Let's Go](#)



iPrevail

Engage with peer coaches to help overcome anxiety, depression, and more.

[Let's Go](#)



Apps & Activities

Connect a wearable device and track your progress on the way to a healthier you.

[Let's Go](#)



Keep Track of Your Weight

Use this tracker to monitor your body weight to help you reach the weight that's right for you.

[Let's Go](#)



Keep Stress in Check

Use our resiliency tools to learn coping techniques for managing stress at home, work, or on the go.

[Let's Go](#)



Your Toolkit for Managing Stress

Get the tools and skills you need to manage your stress, now and in the future.

[Let's Go](#)



Measure Your Stress

Use this stress tracking tool to monitor your stress levels from day to day.

[Let's Go](#)



Understanding Stress Levels

Find out what triggers your stress and how to manage it to regain control.

[Let's Go](#)





Ask Yourself and Your Leadership

- What is your organizational mental health strategy?
- How have you integrated your strategy with your employee benefits program?
- How are you educating organizational leaders in supporting their team's mental health?
- How are you as an organization at setting clear expectations?
- What is your ongoing plan for organizational culture improvement?



Continue the Discussion

Natalie Gupton
natalie@agsafe.org
606-307-7723

Amy Wolfe
amy@mujeres-poderosas.com
209-499-4091