Workplace Strategies for Mental Health

Compliments of Canada Life



Facilitator guide

Resolving conflict

Why are the resources created by Workplace Strategies for Mental Health free?

Since 2003, Canada Life has supported research and projects related to positive mental health in the workplace – including Workplace Strategies for Mental Health (Workplace Strategies). Workplace Strategies develops free resources to foster positive mental health and protect psychological safety in the workplace. Through collaboration with experts from diverse places and professions, Workplace Strategies provides tools that are both evidence-based and user-friendly.

This resource was based on the work of Mary Ann Baynton and Associates Consulting which pioneered this psychologically safer approach to conflict resolution. We're grateful for the thoughtful feedback from David MacDonald, Joanne Roadley and Phil Perczak.

Over the years, Workplace Strategies has developed high-quality resources including Guarding Minds at Work, Working through it, Supporting employee success, Psychologically safe leaders, Psychologically safe interactions, Plan for resilience and many more.

All are available to anyone free of charge, at workplacestrategiesformentalhealth.com, compliments of Canada Life.

Canada Life has long recognized that psychological health and safety impacts overall employee well-being and performance. They support many initiatives that align with their core values and benefit all Canadians, not just clients, from coast to coast. These include education, health and wellness, community development and social services.

What other workshop topics are available?

We've drawn on what we've learned to offer this workshop series so you can facilitate in organizations of all sizes on a wide variety of topics such as:

- Implicit bias
- Resolving conflict
- Building resilience
- Team building activities
- Supportive performance management
- Putting psychological health and safety on the agenda series

For a complete list of workshop resources go to clwsmh.com/materials.

Table of contents

Why are the resources created by Workplace Strategies for Mental Health free? 1
Introduction to the Workshop series 3
Facilitating this topic 4
Promoting this workshop 6
How to use this guide 7
Resolving conflict 8
Learning objectives 10
When this approach should be used 11
Why this matters 13
Conflict resolution process 14
Interview questions 16
Considerations before starting 17
Additional techniques and resources 19
Venting fears, concerns and frustrations 21
Before you say no, ask why 22
Setting up the exercise 24
Conflict resolution questions 26
Creating the agreement 29
Sharing the agreement 31
Review with both parties 32
Team conflict? 33
What will you do differently? 34
More information and resources 35

Introduction to the Workshop series

Each of the Workplace Strategies for Mental Health workshop topics includes at least 3 resources:

Facilitator guide

Read through this guide and the participant handout before beginning to see where you might want to customize the workshop. The suggested wording is here to help. Modify it to meet your audience's needs and to suit your personal or organizational style.

If you have more than one hour for this workshop, you could spend more time talking about how to integrate these concepts at your workplace.

Slide presentation

The slide presentation is available from clwsmh.com/materials. You can also add slides related to your own organizational resources, procedures or strategies.

Participant handout

The participant handouts are available to print at clwsmh.com/materials or can be used digitally.

Facilitating team discussions

Facilitating team discussions is a guide that can help you increase your comfort level and effectiveness in managing participant responses and attitudes.

Facilitating this topic

Preparation

Before you begin you may want to:

- Identify who you will invite. In some workplaces this could include every employee. In others, you may want to limit it to leaders who are expected to intervene in conflict.
- Review Resolving conflict content before you facilitate this workshop. This will help you gain a broader understanding of the topic. You can also refer to the webpage to answer questions from your audience. Ensure the process aligns with organizational or departmental policy. Modify if necessary.
- Review, if available, conflict resolution approaches used in the workplaces of your participants. Determine how or if they could be modified to align with the strategy in this workshop.
- Consult with union representatives who are familiar with the collective agreement about introducing this process if you are in a unionized environment. This collaboration can support successful change.
- Review tips for dealing with any challenging workshop conversations on Facilitating team discussions.

Suggested materials

- **Projector or monitor** – for the slide presentation from a laptop or USB
- **Cables and adapters** – if necessary for projection
- **Remote** – to control slides
- **Participant handout for each participant** – either digital or printed
- **Pens** – for participants who haven't brought one
- Check out **virtual team discussions** in Facilitating team discussions for help facilitating this workshop online

Your audience

This session suits anyone who wants to resolve conflict in a psychologically safer way, including:

- **Team leaders**
- **Managers**
- **Supervisors**
- **Human resources**
- **Union and worker representatives**
- **Anyone interested in resolving conflict more effectively**

There's no limit to the total number of participants, but we suggest breaking into small groups of 3 – 4. This number allows discussion at tables if you're in person or in online breakout rooms if you're delivering the workshop by webinar.

You can provide the participant handouts digitally or have them printed. The participant handout is available at clwsmh.com/materials.

The slides for this topic are available at clwsmh.com/materials.

If you'd like to learn more about how to deal with difficult reactions from your audience, check out the helpful information in Facilitating team discussions.

Promoting this workshop

Use the following description to promote the workshop to potential participants. You can modify it to fit your audience as needed.

Resolving conflict

It can be frustrating when conflict is ongoing. Some conflict resolution approaches end with both parties feeling humiliated and neither party changing their attitudes or behaviours.

This workshop's approach will help you to:

- Preserve the dignity of all parties
- Avoid forced and insincere apologies
- Increase commitment to improve relationships
- Develop a process for accountability

For those of you who would like to do a deeper dive before we begin, read Resolving conflict.

Location:

Date:

Start time:

End time:

To register:

How to use this guide

Throughout this facilitator guide, you'll see some or all the following with the corresponding slide:

X minutes:

This is the estimated amount of time to spend on this slide if you want to keep within a one-hour time frame. Some slides may involve just a statement or two from you. Others engage the participants in discussion. Of course, if you have more time you can ignore these guidelines.

If you're facilitating this workshop for the first time, we recommend you follow the 1.5-hour time frame as closely as you can. This can reduce your stress and allow you to decide how much time you need in the future.

Facilitator notes

> This is a note to you, the facilitator, where we offer options or make suggestions. For example, discussing issues like conflicts or terminations may warrant more sensitivity. We may suggest alternative wording to help you stay focused on the topic at hand. This may also help you avoid getting pulled into challenges you can't solve in this time frame or setting.

Suggested wording

You can read this out loud as provided or personalize it for your style and audience.
Text in **[square brackets]** is a quick note to you about process. Don't read it aloud.

Transition

Each slide ends with a sentence or two that helps you transition to the next slide.

Slide 1 | 1 minute



Resolving conflict

Facilitator notes

There isn't much time for introductions in a one-hour session. If you have extra time and a group of 12 or fewer, each person can introduce themselves.
For larger groups, participants can introduce themselves to those at their table only.

To begin, ensure you've already introduced:

- Yourself, if there's anyone who may not know you
- Your role within the organization, if unknown to the group
- Why this discussion matters in your organization

Suggested wording

Welcome and thank you for taking part in this session on resolving conflict.

In this session, you will learn how to develop an agreement for professional interaction between two people in conflict. You'll engage each person separately so they can give you ideas for working together professionally. Your task is to make sure they both provide strategies that address the existing and potential issues that may get in the way of working together professionally. You'll blend the best ideas into one agreement, which both parties will be required to sign and adhere to going forward.

Traditional conflict resolution approaches, in which employees are required to discuss disagreements face to face, may be difficult when either or both are stressed out or dealing with a mental health issue.

These approaches can leave participants feeling humiliated rather than optimistic about a better working relationship.

We'll look at an alternative approach to complex conflict resolution that can even be used when one or both may also be experiencing a mental health issue.

I'd also like you to think about how you might use a similar approach where the conflict is between you and another person.

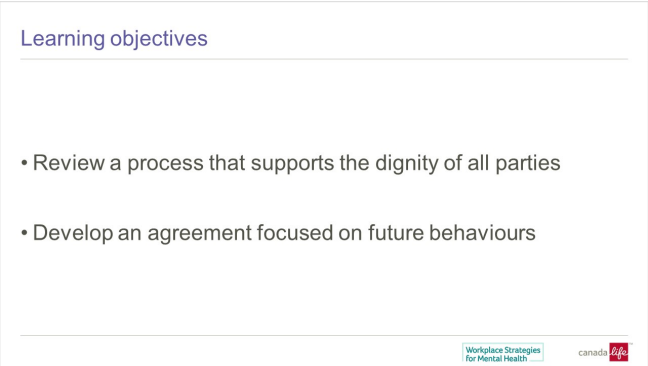
Each of you should already have a handout. Please let me know if you have still need one.

Transition

At the end of this session, I'll ask you to share one thing you will do differently as a result of what we discuss today.

Please keep this in mind as we go because it can be anything that we cover or anything that is discussed at your table.

Slide 2 | 1 minute



Learning objectives

Suggested wording

The objectives of this session are to:

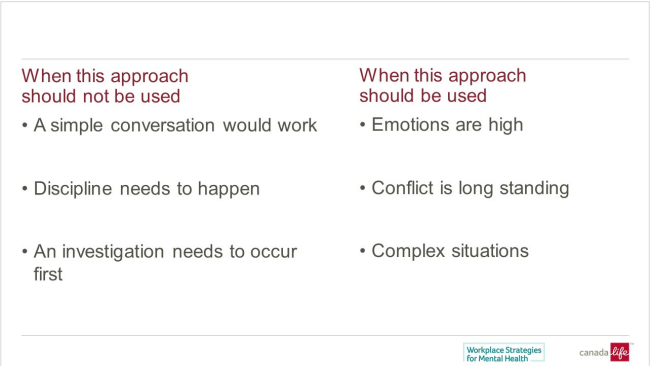
- Offer a different approach to conflict resolution that focuses on an agreement about future behaviours rather than a rehashing of past problems and to,
- Support the dignity of all parties throughout the process so they're able to work together professionally. We are not asking the individuals to become best friends. We are requiring that while they are being paid as employees, that they work together in a professional manner.

Everything we discuss today is available in more detail from the Workplace Strategies for Mental Health website. The web address and some of the notes from the presentation are in your handout.

Transition

We’re going to review this conflict resolution approach at a high level and then drill down to some details of the interview process.

Slide 3 | 3 minutes



When this approach should be used

Suggested wording

This strategy takes more time and effort up front, but results in an effective and sustainable approach to moving forward. It is not intended, however, to be used in every situation.

Some conflicts are just differences of opinion that can be resolved in a respectful and casual way. If a simple conversation between both parties will work, then this approach is not necessary.

When there's a need for disciplinary measures, these should be concluded before this process begins. This process results in a good faith agreement and it's difficult to believe you're engaging in an impartial process with the threat of discipline hanging over your head. This is also true if a grievance has been filed. Ideally, settle the grievance before starting on this process.

The same holds true for more serious violations such as harassment, discrimination or threats of violence. You may need to seek legal advice which could require an investigation. Any necessary investigation should be concluded before this process begins.

Now that we've shared when this process should not be used, let's look at the situations it was created to address. This approach avoids shame or blame by finding a way for people to interact together without the need for investigation to determine who was right or wrong.

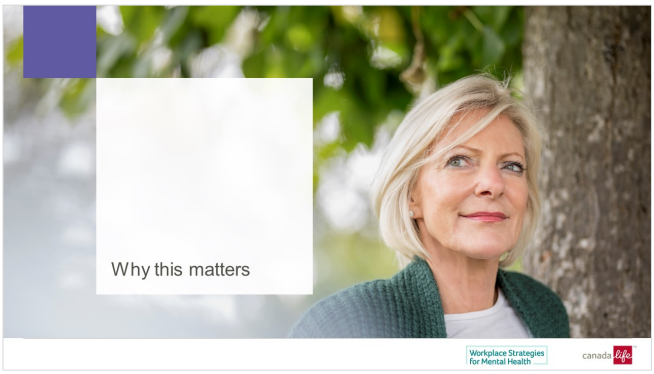
These are situations in which emotions are running high or in which one or more party may be dealing with a mental health issue such as depression or anxiety. It is also effective in situations in which the conflict has lasted for months or even years. And it works for complex situations in which there are multiple layers that include personality differences and work stressors.

Transition

Let’s talk about why this this approach to conflict resolution matters.

Notes:

Slide 4 | 1 minute



Why this matters

Suggested wording

Any workplace that is unable to resolve conflict effectively and promptly runs the risk of creating a psychologically unsafe environment for all stakeholders. Of course, leaders should become skilled in resolving conflict, but it is even more effective if everyone in the workplace learns how to do this. If we can respectfully resolve our own disagreements, conflict will rarely escalate to hurt feelings or low morale.

Transition

Imagine a workplace in which everyone is able to express different opinions without anger or blame. Here is a process to help.

Slide 5 | 3 minutes



Conflict resolution process

Suggested wording

The person who facilitates the conflict resolution process could be a leader, union representative, human resources consultant or any other person who's able to remain objective and has good communication skills. This process doesn't require certification but does require a level of composure and emotional intelligence. If you're not sure of your emotional intelligence, you can use the Emotional intelligence skills assessment found on the Workplace Strategies for Mental Health website after this workshop. Let's now look at each of the steps of this process.

1. **Set up individual interviews** to provide a safe place to discuss the issues and develop a solution. This can help avoid the humiliation of feeling blamed or judged. Unlike standard mediation, in which both parties are brought together to discuss their issues, you'll meet with each employee separately and privately to explain the entire process and fully explore some key questions we'll review in more detail in a few minutes.

2. **Write up a reasonable and specific agreement** using as many of the suggestions as possible that were shared by both parties. The agreement should not make judgments about who's right or wrong. The final agreement applies equally to both parties regardless of rank. It's about how these individuals will interact at work rather than their roles or authority.

3. **Share the draft agreement with each party separately.** This gives the opportunity to comment on any part they can't live with and to explain why. You can make modifications at this time if necessary. This will ensure the agreement is acceptable to both parties before the facilitator brings them together to discuss.

4. **Review the agreement with both parties to ensure a shared understanding.** Both parties confirm in writing they'll follow the terms as a new way of interacting.

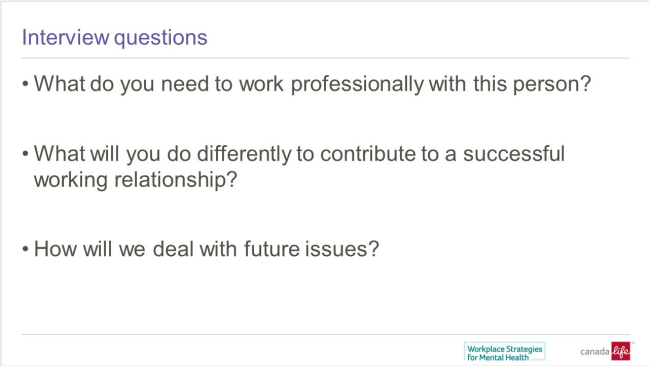
5. **Hold both parties accountable** to the agreement and include consequences if either is unable or unwilling to comply.

Transition

It sounds simple, but there are many nuances to help you do this well. There is a sample of a completed conflict agreement in the back of your handout.

Notes:

Slide 6 | 2 minutes



Interview questions

Suggested wording

These are the interview questions you will pose to each party before the interview to give them time to think about it. They're worded in a very specific way to help you focus on future behaviour rather than past problems. They're also less likely to trigger defensiveness or anger.

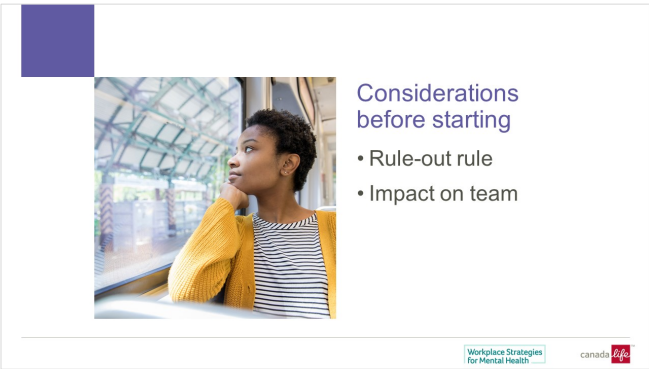
The questions are:

- What do you need to work professionally with this person?
- What will you do differently to contribute to a successful working relationship?
- How will we deal with future issues?

Transition

There are a few things that need to be considered before beginning the conflict resolution process. Let's look at those now.

Slide 7 | 2 minutes



Considerations before starting

Suggested wording

I'd like to share a couple of concepts that can be beneficial before starting the conflict resolution process. The first is the rule-out rule which helps avoid the risk of discrimination on the basis of a disability. Consider whether either party may be experiencing a mental or physical health issue that's influencing their behaviour. Human rights legislation prohibits you from asking employees about their diagnosis, but you should ask if there's a need for accommodation and write down the response and the date you asked. This is described by some human rights agencies as the duty to inquire.

You might say, "If you have a health condition that requires accommodation let me know and I'll put you in touch with the right resources to explore if you're eligible. Do you need me to do that now?" The rule-out rule should be applied before a conflict resolution process is started. It may be that no concern is identified until after the process is under way. In that case, the duty to inquire would still apply and you may need to halt the conflict resolution process until accommodation is provided.

The second consideration is the potential impact of any resolution on the rest of the team. For example, if the resolution includes a weekly check-in time for the parties involved, will this mean that others will have to cover for them? If so, how could that be addressed. Asking the parties involved to include solutions that will have a positive impact on the team means the resolution is more likely to be sustainable.

Transition

Let’s briefly review some of the communication strategies that can be helpful to have in hand before you begin your interviews.

Notes:

Slide 8 | 3 minutes



Additional techniques and resources

Facilitator notes

Due to time constraints, you may only be able to read the points below and then go to the next slide. If you have more time, you can look up any of these techniques and teach them to your audience.

Suggested wording

The conversation framework can help you build trust through effective conversations with your employees.

For our short session today, we're going to jump in so you can get a feel for how the process works. We won't have time in this session to cover many communications skills, but we've provided links to some strategies that can help:

- Listening for understanding to learn how to hear what someone means beyond the words they say.
- Why blame and shame don't work can help you recognize ways we might unintentionally make employees feel defensive or even angry.
- Developing a workplace plan is an approach to address complex situations that also supports performance and holds people accountable.

- Supporting employee success is a comprehensive resource to help address work issues, such as making critical decisions, tolerating stressful environments and dealing with work relationships.

- Attribution error helps us understand the assumptions we make when we attribute others' behaviours to either a character flaw or an external influence.

Transition

You can go to the Workplace Strategies for Mental Health website for additional tips and strategies like these ones to refine your approach.

Notes:

Slide 9 | 2 minutes



Venting fears, concerns and frustrations

Suggested wording

Before speaking privately to each person, share the three questions with them to think about. It's not unusual for them to want to share their perspective about the conflict before answering the questions.

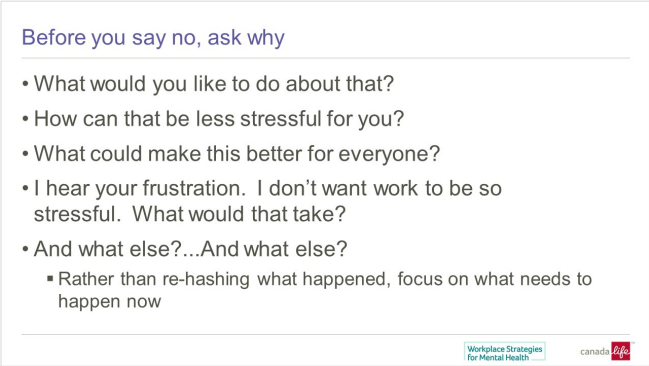
Allow each party the opportunity to vent about their fears, concerns and frustrations without agreeing or disagreeing with their perspective. You can listen with empathy by acknowledging their pain and distress, but you don't need to comment one way or the other. This helps you avoid to taking sides or forcing them to justify or defend their position.

Instead of saying anything about who may be right or wrong, when they're finished venting, you might simply comment on how the conflict may be affecting them emotionally. For example, you might say, "This is not how I want you to feel at work. Let's work on changing this experience for both of you." Then immediately focus on the questions to develop an agreement for moving forward.

Transition

You may worry about getting people beyond venting to solutions. We have an approach to help you with that.

Slide 10 | 3 minutes



Before you say no, ask why

Suggested wording

While you should allow a degree of venting, once you are ready to get to the questions you need a way to redirect ongoing negativity. Here are some examples of phrases that encourage people to focus on solutions.

- What would you like to do about that?
- How can that be less stressful for you?
- What could make this better for everyone?
- I hear your frustration. I don't want work to be so stressful. What would that take?
- And what else?... And what else?
  - Rather than re-hashing what happened, focus on what needs to happen now

You may have to redirect the conversation a couple of times, but inevitably they'll see your focus is on future solutions, not past problems. The employee may offer a solution that seems unrealistic to you. They probably feel they have very good reasons for whatever they're requesting. But they may not have articulated those reasons clearly, or even at all.

For example, someone asking to switch departments may really want or need to find a better way to manage a certain relationship with a manager or co-worker. By asking why they want what they're asking for, you can discover and address the underlying need. It can then be managed to the satisfaction of both parties, without necessarily giving them what they originally asked for or flat out saying no.

For another example, if the individual asks for a new manager, you can ask them to share exactly what a manager would need to do differently to allow them to do their job more effectively.
This line of questioning will get to solutions that can be applied whether they are assigned a new manager or not.

By asking why before we say no, or even before we say yes, we're more likely to really understand the underlying need and avoid leaving the other person feeling hostile or frustrated.

Transition

Now that we've thought about some of the techniques, let's try the process.

Notes:

Slide 11 | 3 minutes



Setting up the exercise

Suggested wording

Let's practice asking the interview questions. You'll need one person to take on the role of the facilitator of the conflict resolution and the other to take on the role of the employee. If there is a third person in your group, their role is to assess how safe and heard the employee feels through this exercise.

This process focuses on a commitment to changed behaviours moving forward rather than assigning blame. The goal is to uncover what each employee believes is necessary, in terms of workplace behaviours, to maintain or restore a professional working relationship.

You can follow along in your participant handout as I read this script to set up the interview.

To begin, the facilitator would contact the employee and say:

We want to get to a place where the work relationship between you and (whoever) is professional. To do this, I'll be interviewing each of you privately and asking the following questions:

- What do you need to work professionally with this person?
  - This is an opportunity to establish the behaviours you need to work together without the stress.

The next question will be:

- What will you do differently to contribute to a successful working relationship?
  - This establishes the actions taken to make sure the relationship stays professional.

The final question will be:

- How will we deal with future issues?
  - This creates a process by which either or both of you can be respectfully reminded of your agreement before more serious consequences are applied should future issues arise.

We're looking for a plan that dictates future behaviours and consequences for not following the agreement. The behaviours need to be specific (rather than vague statements like "let's be nice"), observable and measurable (rather than something like have a positive attitude).

For example, rather than stating that both parties should be polite, you may include that both parties will make eye contact and verbally acknowledge the other person respectfully when they run into each other at work. Remember that the final agreement will apply equally to both parties and that it will be written and signed.

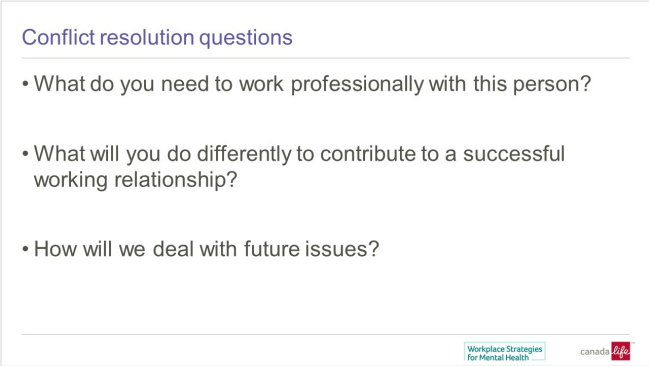
Do you have any questions?

[Take up questions, if any.]

Transition

Okay, assume that you have already had this conversation and you are now ready to begin the interview.

Slide 12 | 25 minutes



Conflict resolution questions

Facilitator notes

You have 10 minutes for the participants to answer the questions and then 10 minutes to discuss your answers and understand their experiences of using this approach. If you have more time than the one-hour workshop, expand on both the exercise and the discussion that follows.

Suggested wording

To give you the experience of asking these questions, you'll have 10 minutes to go through all 3 of the questions.

Normally you would spend at least 30 minutes continuing to ask, "And what else?" until they have said everything they could possibly need to work professionally with the other person. By giving them a chance to be fully heard and to explore all possibilities, they're more likely to feel committed to the solution.

For this exercise however, just get two or three responses to each question and record them as bullet points in your handout. There is a short scenario to help you provide context to the conversation.

Both employees used to do the same job. One was promoted to be the supervisor of the other. The presenting problem is that the employee and supervisor don't want to interact with each other at all. Each believes that the other one started the negative behaviours and the conflict is beginning to impact the entire team. The supervisor believes that the employee is jealous of their promotion.

The employee believes that the supervisor is being condescending and hostile because they're insecure in their new position. Think of any example similar to this to help you take on the perspective of whichever role you choose.

The person taking on the role of the employee should think about anyone they've had conflict with in the past and use that relationship as the basis for the conversation without naming names.

Make sure each answer that you record is a specific, observable and measurable behaviour. In the first question, if the employee says they need the other person to be nice, ask them to define "nice" – what would it look or sound like and how would they measure success? But be sure you're coaching rather than telling the person what they need. If they ask for something unreasonable, go back to the previous tactic and instead of saying no, ask why or how that particular request would be helpful. Then, try to uncover the underlying need you may be able to help fill.

The second question focuses on what each person is going to do to support a good working relationship. If they tell you they already do everything right or well, then ask them to describe the specific observable and measurable behaviours they contribute so they can become part of the agreement.

The third question helps to establish a process for resolving future conflict. While this process gives both parties the benefit of the doubt that they'll change their behaviours going forward, it must be clear that any violation of the agreement could result in progressive discipline. The answer to this final question should include how issues will be dealt with in the moment and the consequences if unacceptable behaviour continues or arises. For example, imagine you are having a bad day, maybe waking up late, rushing to get to work, spilling coffee all over you and knowing you have more work than you can handle. You may not be acting or speaking in an ideal way. How would you like someone to respectfully remind you that you're not aligning with the agreement? This approach should precede any approach that includes disciplinary action. It recognizes that we're human, but also allows us to immediately intervene in a respectful way.

Make sure you include a process to address any unacceptable behaviour face-to-face and then a process for what happens if the unacceptable behaviour continues. If it gets to this point, progressive discipline may be needed. However, this is a respectful approach to pursue before discipline is necessary.

Remind them that any solution offered as part of the resolution agreement will apply equally to them and the other person. Begin on page 6 of your handout and complete to page 7.

Ten minutes from now is **[say the time]**. Please come back to the larger group at that point and we will take up your answers.

[Give up to 10 minutes for these questions.]

If you played the role of employee, describe if and how the facilitator helped you feel respected and at ease.

[After at least a few people have shared or a maximum of 3 minutes, move on.]

For those who took on the role of the facilitator, what did you feel was most helpful in getting to answers that were specific and measurable? What can we take and put into practice in our roles?

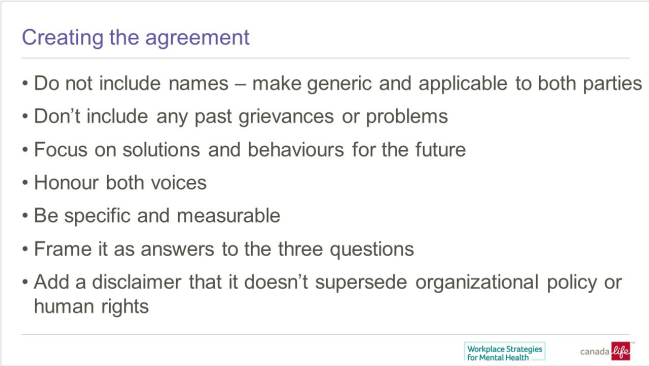
[After at least a few people have shared or a maximum of 3 minutes, move on.]

Transition

As I said, this conflict resolution process would usually take at least 30 minutes per person in a real situation, but hopefully this gave you an idea about how it works. Once you completed the entire process with each person separately, you would write up the agreement.

Notes:

Slide 13 | 2 minutes



Creating the agreement

Facilitator notes

An example of a conflict resolution agreement is included at the back of the participant handout and this facilitator guide.

Suggested wording

When you have the responses from both parties, it's your job as facilitator to create an agreement that will hold both parties accountable. Here are some guidelines for writing the agreement. Let's go through them one at a time:

- Don't include names in the body of the agreement in order to avoid blame and shame and keep the agreement equally applicable to both parties.
- Avoid mention of past problems or injustices in the agreement. Instead focus on what allows people to move forward.
- Write in positive and future terms about what will be different.
- Wherever possible, write up the solutions so that both parties feel that you are honouring their voice. You will likely find that both parties want essentially the same thing. They both want to be treated with respect. For example, if one person says that they should look each other in the eye when they walk into a room, and the other says that they should acknowledge each other when they walk into the room, you can write that they will acknowledge each other by name and look

each other in the eye when they enter the room for the first time. This way, each person is likely to feel the agreement honours their voice and will be more likely to commit to its success.

- Each sentence or item in the agreement should be easily observed and measured by the leader or anyone else who is present. This is the only way the parties can truly be held accountable for complying with the agreement.

- The framework of the agreement can be as simple as using each question as a heading and having a bulleted list of the various solutions underneath each question.

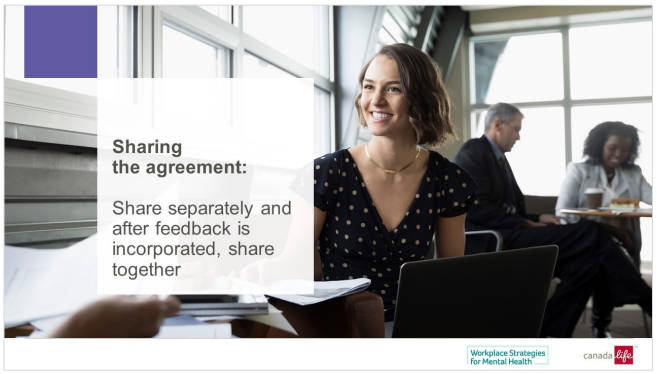
- And the agreement should include a statement to clarify that if there is legislation, a collective agreement, or policies that are different than this agreement, those will take precedence. Hopefully, the agreement is written so that this isn't necessary, but it's best to include a disclaimer to clarify the intention. You can see an example of this wording in the sample agreement in the back of your handout.

Transition

Once the draft agreement is completed, you are ready to share it.

Notes:

Slide 14 | 1 minute



Sharing the agreement

Suggested wording

Your draft agreement should be shared with each employee separately so that you can ask if there is any part they can't live with and if so, why. You'll need to decide if negotiation or revision is required.

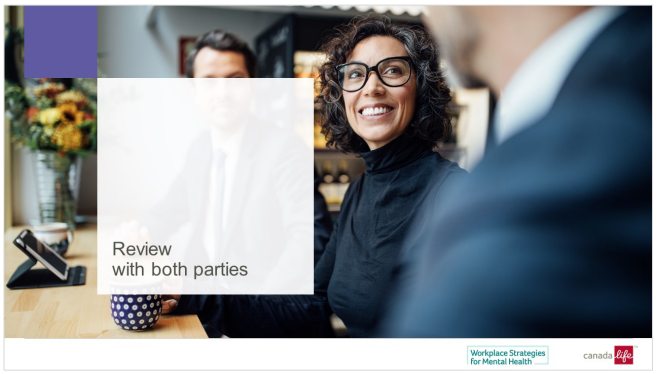
Ensure each employee knows this is a draft and the final decision belongs to the employer, but you (the facilitator) are striving to represent the solutions they (the employees) put forward.

Try to make any changes that will increase their comfort level without losing the underlying intention.

Transition

Once you have finalized the agreement, you will bring both parties together.

Slide 15 | 1 minute



Review with both parties

Suggested wording

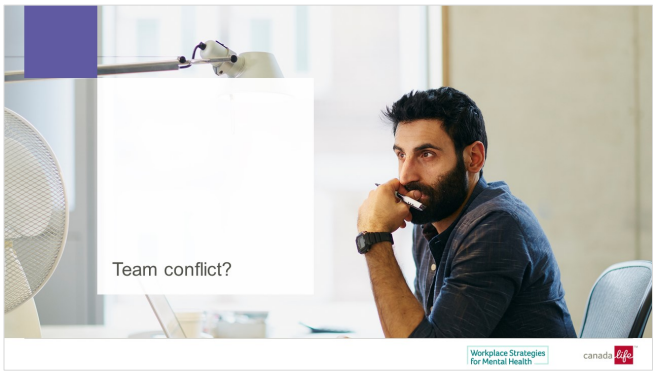
When you bring both parties together, read the document aloud and have each confirm in writing that they'll follow the terms as a new way of interacting. Since both have reviewed and commented in advance, there should be little, or no discussion required at this meeting.

Each party should be asked if they're willing to let the past go from now on and move forward according to this new agreement. Ensure that each person responds to this question before moving on.

Transition

We've now quickly walked through most of the steps for this alternative process for conflict resolution. Be sure to review your handout or the Workplace Strategies for Mental Health website for more information.

Slide 16 | 1 minute



Team conflict?

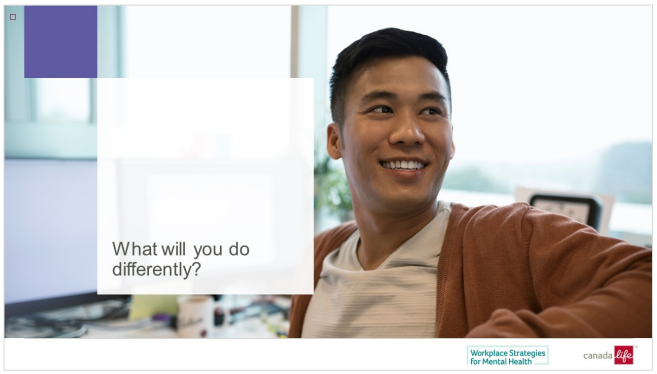
Suggested wording

The process you have just learned is for conflict between two people.
If there is a bigger problem with several team members, you may want to consider the approach described in Psychologically safe interactions. This is also a free resource available on the Workplace Strategies for Mental Health website.

Transition

Next, as promised, I want each of you to share one thing you will take away from today's session.

Slide 17 | 6 minutes



What will you do differently?

Facilitator notes

It's nice if everyone can share, but time may not allow it. If you have limited time, ask people to record their answer to share in their small group and then ask a few people to share their answer with the larger group. It's important for each person to record their answer so they're more likely to commit to doing something differently.

Suggested wording

Take a couple of minutes to record one thing you'll do differently at work as a result of today's discussion. It can be something from the presentation or something discussed in your group. I'll ask you to share your answer when the time's up.

[Once time's up, ask as many people to share as time allows.]

Transition

Thank you for sharing what you'll do differently.

Slide 18 | 1 minute



More information and resources

Facilitator notes

On the back of the participant handout, there's a short list of some of the many free resources available. If you want your audience to read or use a particular resource, you may want to point it out at the end of your session. If you're short for time, you can skip this.

Suggested wording

Go to Workplace Strategies for Mental Health for more information about strategies to resolve workplace issues or create a psychologically safe workplace. Everything on this site is available at no cost in both English and French. There are some examples of what they have to offer at the back of your handout.

Thanks again and enjoy the rest of your day.

Notes:

Notes:

Workplace Strategies for Mental Health

Compliments of Canada Life

Workplace Strategies for Mental Health resources are:

- For all employers, people leaders and employees
- Available in English and French
- Evidence- or practice-based
- Available to anyone at no cost

Examples of the resources available at clwsmh.ca/materials include:

Accommodation

Use these resources to address the practical, personal and organizational issues so you can support effective accommodation of an employee with a disability.

Being a mindful employee

Help employees understand their responsibility and opportunities to contribute to a mentally healthy workplace as described in the National Standard of Canada for Psychological Health and Safety.

Building stronger teams

Use this free, downloadable workbook to help build team resilience. You can complete many of the activities in less than 15 minutes.

Harassment and bullying prevention

Address aggression or unresolved conflicts among co-workers before they escalate into a crisis in the workplace.

Ideas for resolving conflict at work

Use these ideas to help individuals resolve their own conflicts at work.

Protecting ourselves against bullying

People targeted by bullying need to cope until the issue is resolved. These strategies can reduce stress, improve perceptions and increase self-care.

Psychologically safe interactions

Use this slide presentation, facilitator guide and participant handout to engage your team in a workshop that increases awareness of how our behaviours may be interpreted as bullying, even when that wasn't our intention

Responding to issues

Use these practical and action-oriented guidelines to address work issues, including:

- Conflict
- Performance
- Accommodation
- Impairment
- Return to work
- Violence

All Workplace Strategies for Mental Health resources are available to anyone at no cost, compliments of Canada Life.

canada life™

We’d love to hear how you used this free resource!

Contact us through social media or at clwsmh.com

Twitter LinkedIn YouTube

All Workplace Strategies resources are available to anyone at no cost, compliments of Canada Life. To learn more, visit clwsmh.com.

Canada Life and design are trademarks of The Canada Life Assurance Company.