

MENTAL WELLBEING TRAINING FOR MANAGERS

Mental Wellbeing training for managers

This course is part of a Global Mental Health and Wellbeing programme in Unilever. Its aim is to increase your awareness of employee emotional health and how to prevent stress in the workplace. It will also help you feel more confident about recognising and supporting people with poor emotional wellbeing.

This course will take approximately 60 minutes.



Menu

- 1** You, Unilever and the bigger picture on mental wellbeing
- 2** How to identify mental health issues in the team
- 3** How to support an employee with poor emotional wellbeing
- 4** Understanding your role in preventing stress
- 5** Manage your own pressure more effectively
- 6** Accessing Support, Tools and Approaches

Introduction

In this module, you will see what Unilever is doing to manage mental wellbeing at work and why it is so important to us.

You will also look at the link between physical and mental wellbeing and what we mean when we say 'good mental health'.



The bigger picture on mental wellbeing

THE BIGGER PICTURE

Unilever is committed to the mental wellbeing and resilience of all its employees. We pride ourselves on both our values of Integrity, Respect, Responsibility and Pioneering and our Purpose. Through our Sustainable Living Plan we aim to improve the wellbeing of a billion people. Ensuring the wellbeing of our

Unilever's performance culture focuses on how we will be aligned to our Compass ambitions. Our people's mental, as well as physical wellbeing, is critical to this. Creating an environment where employees feel supported, able to discuss mental health issues and engage in meaningful work, will help ensure the wellbeing of employees and the success of our organisation.

Mental Wellbeing is a fundamental element of Unilever's global health and wellbeing strategy.

WHAT IS MENTAL HEALTH?

What does it mean to be mentally healthy? Here are some definitions:

Health is... "...a state of complete physical, mental and social wellbeing and not merely the absence of disease or infirmity." World Health Organisation

Mental health is... "...a state of wellbeing in which an individual realises his or her own abilities, can cope with the normal stresses of life, can work productively and is able to make a contribution to his or her community. In this positive sense, mental health is the foundation for individual wellbeing and the effective functioning of a community." World Health Organisation

It is shown by the way we think, the way we feel and our sense of wellbeing.

GOOD MENTAL HEALTH

Mental health affects our capacity to learn, communicate, and form and maintain effective relationships.

Even though work can involve some degree of pressure, as long as it is within individual coping capacity for it, it leads to personal growth and development.

Working well and contributing to a team effort, drives self-esteem, gives a positive sense of community and improves productivity and satisfaction for individuals and the whole team. When mental health is good, everybody benefits.

The facts about mental ill-health

Did you know these facts about mental ill-health?

1 IN 4

One person in every four will be affected by a mental disorder at some stage of life.

Mental disorders can affect everyone, everywhere. But with the removal of barriers such as stigma and lack of awareness, they can most often be treated effectively.

Global economic output loss due to mental disorders US \$16.3 trillion between 2011-2030

70 MILLION

Globally, 70 million people suffer from alcohol dependence, often a causative or resultant factor for mental ill-health.

LEADING CAUSE OF DISABILITY

Globally, major depression is now a leading cause of disability.

1 MILLION

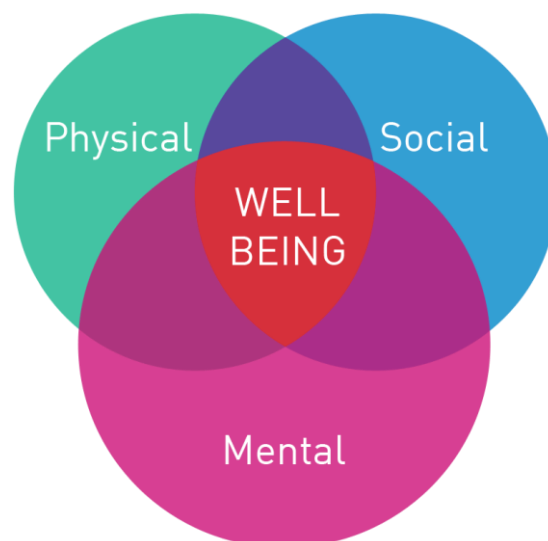
Every year there are 1 million deaths by suicide. 10-20 million people attempt it.

The link between physical and mental health

The three key dimensions of health, mental, physical and social health (social contacts, family, having hobbies etc) are closely linked.

Our mental health can be positively or negatively affected by our physical health e.g. pain as a result of a physical health problem, can cause a low mood. It works the other way too – when people have low mood their physical health condition can feel more intense.

You can therefore improve mental health by focussing on activities to stay physically healthy.



Unilever and mental health

WHY IS MENTAL HEALTH IMPORTANT TO UNILEVER?

The pace of work and life is very fast. When pressure is felt as growth not stress, then the outcomes are good- improved job satisfaction, contribution, engagement, creativity, and innovation.

When pressure gets too much, outcomes are not so positive – for the employee, their family, other team members and Unilever as a whole. Therefore pro-active management of employee emotional health is a priority for us.

THE UNILEVER GLOBAL WELLBEING FRAMEWORK

At Unilever we recognise that a resilient, sustainable and healthy workforce is a critical enabler of our performance as a business. We have therefore developed a holistic Global wellbeing strategy that places equal importance on mental, emotional, physical health and purpose.

Physical

Looking after our health, fitness, diet, sleep and energy levels so we approach challenges with zeal.

- Nutrition
- Recovery
- Exercise
- Energy Management

Purposeful

Identifying what really matters to us and connecting to that as much as possible in all we do.

- Personal purpose
- Connection to USLP

UNILEVER WELLBEING FRAMEWORK

Mental

Managing our mental choices and reactions to distractions and competing pressures.

- Focus
- Empowerment & Agility
- Mindfulness

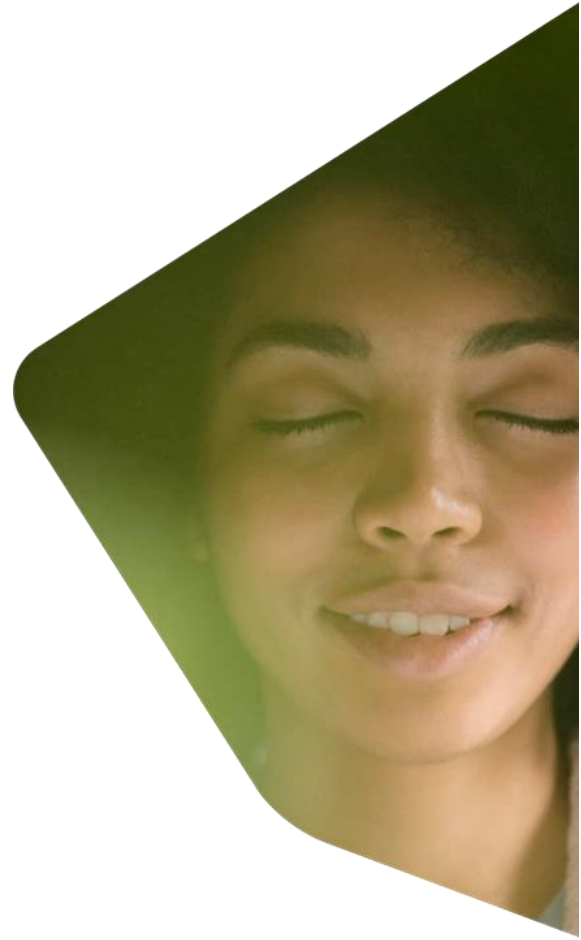
Emotional

Finding ways to feel positive and confidently face the challenges life throws at us.

- Positive mindset
- Self esteem

Reflection

How can you encourage your team members to stay focussed on their personal and team purpose?

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Introduction

In this module we will examine the impact of pressure on mental health and performance, learn how to identify the early signs of poor wellbeing and examine the common mental health issues.



Work and Mental Health

We all have mental health, just as we all have physical health, and in both cases our health can vary from day to day.

As a manager you need to be aware that work can trigger or exacerbate such issues.

Good management practice can play a powerful role in fostering wellbeing and sustaining good mental health.

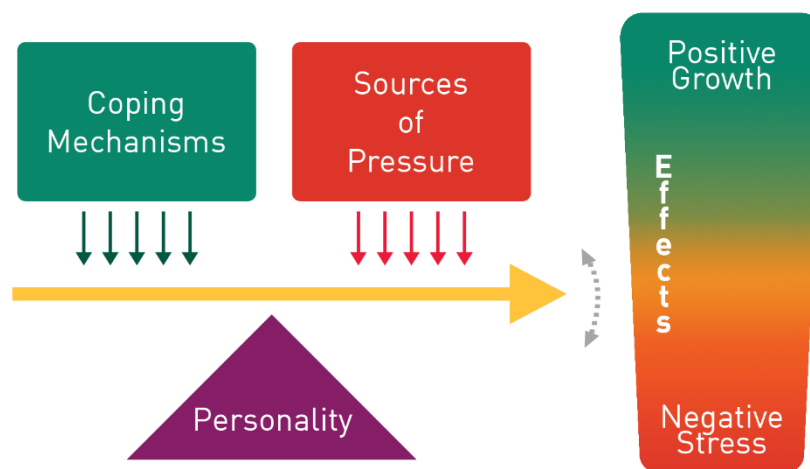


When does Pressure become Stress

The terms 'pressure' and 'stress' are different. If pressures exceed an employee's ability to cope, they may experience feelings of stress.

But pressure can also drive personal growth. Coping habits and their personality are also factors.

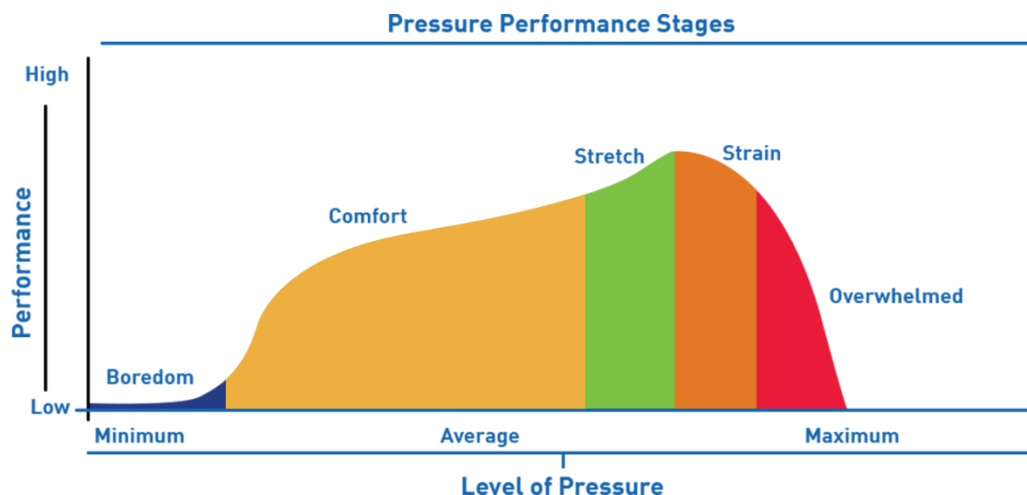
Well-designed, organised and managed work is good for us. However, poor job design, work organisation and communication can easily drive work-related stress.



Pressure and Employee Performance

Pressure and performance are highly correlated. There are five key pressure/performance phases and ideally you move between comfort and stretch.

It is part of your role as a manager to create and support a culture where your team stay out of the strain/overwhelmed zones.



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BOREDOM

An employee who is bored may be disengaged, distracted and show some symptoms of stress.

COMFORT

An employee in their comfort zone is getting things done but probably not performing to their full potential. Time in this zone is however important for sustainability.

STRETCH

People perform at their best when they are in the stretch zone. Some pressure is good for your resilience and when an employee is performing at their best, they get satisfaction from their achievements.

STRAIN

An employee who has crossed into the strain zone may become tired, use poor judgement and make mistakes. It is OK to be in the strain zone for a limited period as long as a return to the stretch or comfort zone can soon be achieved.

OVERWHELMED

An employee that reaches the overwhelmed to crisis zone is at risk of becoming exhausted, suffering serious health problems, having a breakdown in relationships and mental wellbeing, and experiencing burnout.

Where might pressure come from?

As a manager you need to assess and control the risk of undue pressure at work.

If unmanaged, sustained pressure from any of these seven areas may result in stress. Pressures and life events from outside the workplace can also amplify the pressure that employees feel and therefore tip the balance for them.

MOH and/or HR can direct you to tools and information to help you assess and reduce these risks.

CONTROL

Control is how much say the person has in the way they feel they have to do their work, where they work and when they work.

CHANGE

Change is how organisational change (large or small) is managed and communicated in the organisation.

DEMANDS

Demands include issues such as workload, work patterns and the work environment.

ROLE

Role is whether people are clear about and understand their role within the organisation and where role conflict is avoided.

SUPPORT

In addition to MOH and/or HR, support includes the encouragement, sponsorship and resources provided by the organisation, line management and colleagues, such as training.

RELATIONSHIPS

Relationships include how people and teams relate to and behave towards each other.

CULTURE

Is the inherent nature of the organisation and how it treats employees.

Reflection

Consider the following questions to reflect on your own thoughts and experience. You may wish to use the text box to record your thoughts for review at a later date.

- Think of an example when pressure at work had a positive impact on you personally – how did you feel?
- Think of an example when it has had a negative impact – how did you feel then?
- Which of the seven areas - Change, Culture, Support, Role, Control, Relationships and Demands - do you think contributed to the negative impact?

Think of an example when a pressure that originated outside of work had an impact on your ability to achieve what you felt you needed to that day. How did it make you feel? What was the outcome?

What are the behavioural signs that pressure is producing stress outcomes?

Cultural and personality differences mean that people respond to pressure in different ways. As a manager you should be able to spot someone whom you manage behaving out of character or seeming unhappy.

Which of the following statements do you think might indicate someone is unhappy or suffering stress?

- 1. CHANGES IN PUNCTUALITY OR CONVERSELY CONSISTENTLY COMING IN REALLY EARLY AND/OR WORKING MUCH LATER.**
- 2. CHANGE IN USUAL EMOTIONAL PROFILE E.G. MORE TEARFUL, MORE EASILY ANGERED, LOSS OF HUMOUR.**
- 3. LACK OF ENGAGEMENT, ENTHUSIASM OR FOCUS.**
- 4. DIFFICULTY COLLABORATING WHEN PREVIOUSLY GOOD AT TEAM WORK.**

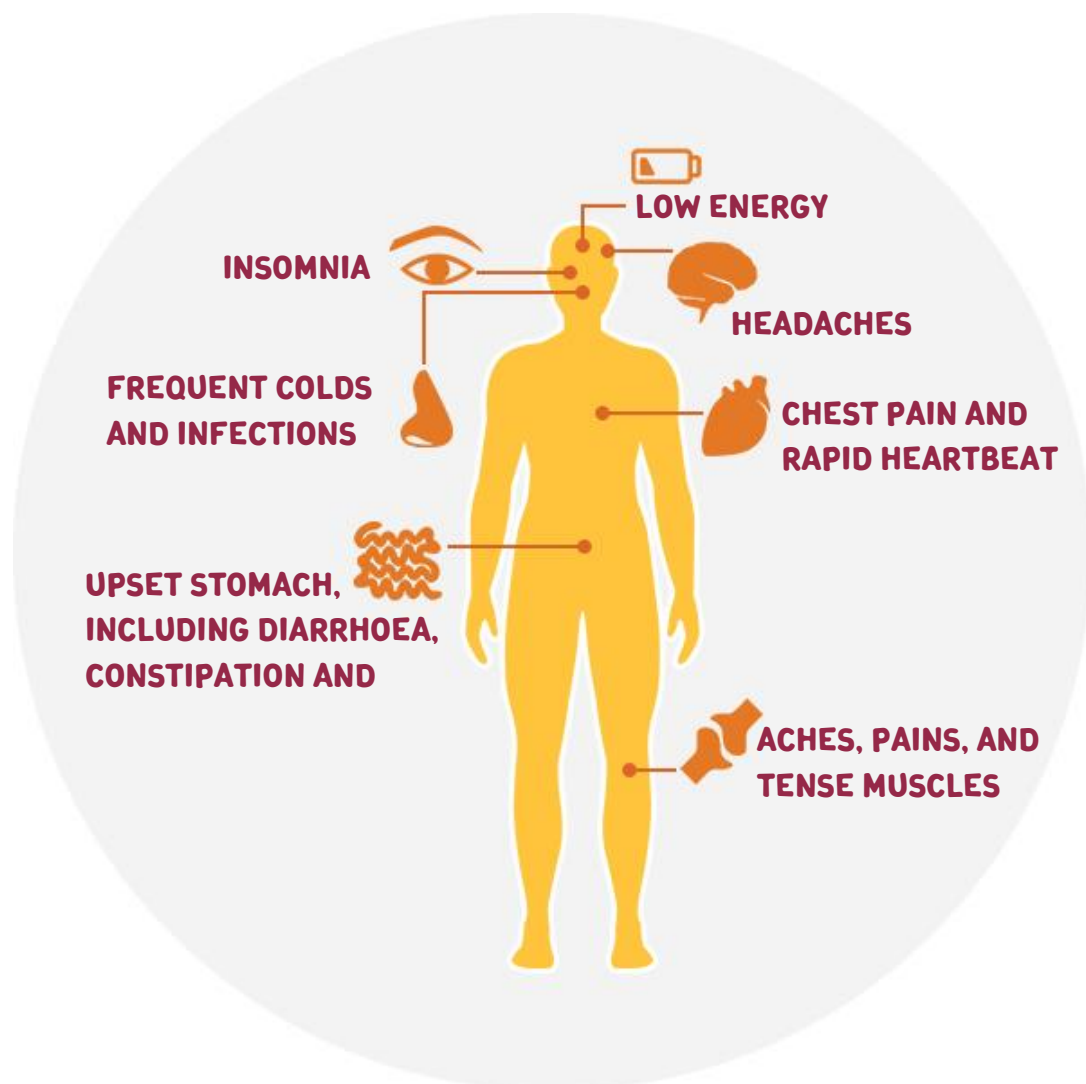
All of these could indicate someone is feeling stressed and pressurised. Some other key things to look out for might be:

- Changes in an employee's usual performance
- Seeming constantly tired when normally more energized
- Increased absence
- Increase in smoking or drinking
- Change in relationship with colleagues
- Skipping lunch or not taking breaks
- Change in usual emotional profile e.g. more tearful, more easily angered, loss of humour
- Frequent changes of mood
- Difficulty adapting their approach when previously flexible
- More risk averse than before/less willing to experiment

Signs of stress

WHAT ARE THE MOST COMMON PSYCHOLOGICAL SIGNS OF STRESS?

- Low energy
- Insomnia
- Headaches
- Frequent colds and infections
- Chest pain and rapid heartbeat
- Upset stomach, including diarrhoea, constipation and nausea
- Aches, pains, and tense muscles



Signs of stress

WHAT ARE THE MOST COMMON PHYSICAL SIGNS OF STRESS?

These includes:

- General unhappiness
- Anxiety and agitation
- Feeling lonely and isolated
- Frequent changes of mood/extremes of mood
- Irritability
- Frequent or persistent anger
- Feeling overwhelmed by the demands upon you
- Loss of confidence in self
- Other mental or emotional health problems

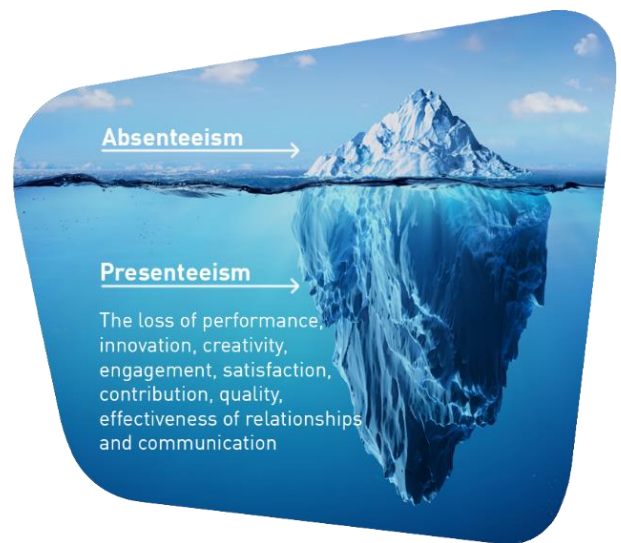


Signs of stress

There is a common belief that if your team members are at work, then they must be coping. A similar belief goes that if you are ill, you cannot be at work. As you may know this is not necessarily the case.

When employees are struggling with stress, or any other mental health issue, they will usually come to work – at least to start with. As we saw from the Pressure Performance Curve they will not however be as effective as they might be if they felt differently.

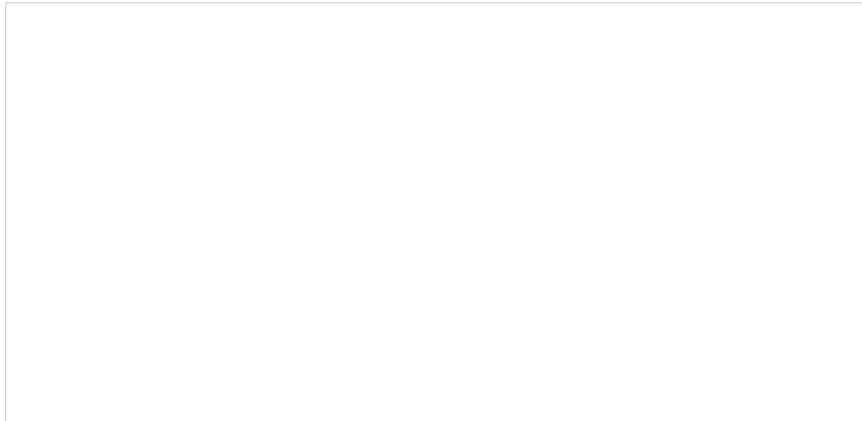
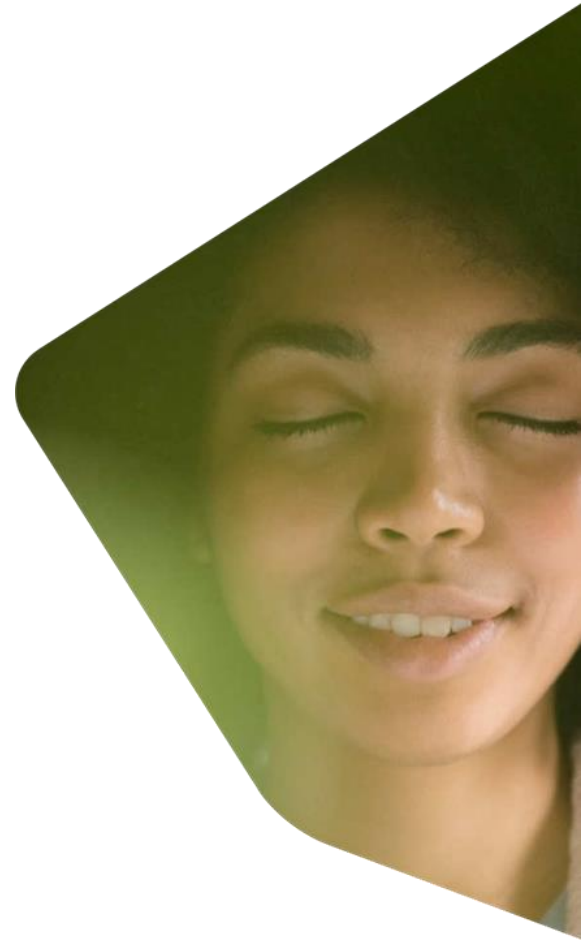
The loss of productivity that occurs when employees attend work while suffering from ill health is called



Reflection

Take a moment now to think about:

What is the likely impact on team performance if one or more team members are experiencing these losses?

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What do we mean by common mental health disorders?

There is a common belief that if your team members are at work, then they must be coping. A similar belief goes that if you are ill, you cannot be at work. As you may know this is not necessarily the case.

When employees are struggling with stress, or any other mental health issue, they will usually come to work – at least to start with. As we saw from the Pressure Performance Curve they will not however be as effective as they might be if they felt differently.

The loss of productivity that occurs when employees attend work while suffering from ill health is called Presenteeism.



ANXIETY

Anxiety is defined as constant and unrealistic worry about any aspect of daily life. It can lead to a variety of physical and psychological and behavioural changes, similar to those seen with stress, but often more prolonged and life impacting.

What are the physical symptoms of anxiety?

- Chest tightness, an increased heart rate
- Dizziness
- Dry mouth
- Gastrointestinal disturbance
- Muscle tension and pains, or trembling

What are the psychological effects?

- Excessive fear and worry
- Poor concentration
- Poor decision-making and memory
- Irritability
- Impatience
- Anger
- Restlessness



- Repetitive usually unhelpful thoughts

What behaviour changes may you see?

- Increased emotional reactions- more tearful or sensitive or aggressive
- Mood swings
- Avoidance of social situations- not going for lunch, or avoiding meetings
- Withdrawn
- Loss of motivation, commitment, confidence
- Panic attacks

Severe anxiety can also be linked to phobias or obsessive-compulsive disorder (OCD) with obsessive thoughts and compulsive behaviours.

DEPRESSION

Employees suffering from depression can experience any number of the symptoms and signs, which may lead to a change in their normal behaviour. These signs may include:

- Loss of confidence, self-esteem, feeling hopeless and worthless
- Lack of energy, motivation and feelings of exhaustion
- Loss of enjoyment and interest in things they previously enjoyed
- A low mood, get easily upset or irritable and become socially withdrawn
- Changes in their work output, motivation levels and focus
- Neglecting responsibilities, loss of interest in personal appearance
- Sustained pessimism, self-criticism and blame, overwhelming worry and suicidal thoughts
- Poor decision-making, poor ability to get organised, concentration and memory
- Disturbances in sleep, and changes in appetite and weight
- An increase in physical ill health conditions
- Increased use of alcohol, smoking or drugs as a coping strategy



Mental Wellbeing Training for Managers

How to support an employee with poor emotional wellbeing



Introduction

In this module, you will look at how you support and signpost an employee with poor emotional wellbeing. You will also learn how to initiate and encourage open conversations.





Reasons why employees do not ask for help

It vitally important that you actively look out for opportunities to initiate a conversation with a team member, if you suspect that they may be struggling, so that you can start to offer support sooner.

Which of the following statements do you think might indicate why someone may not ask for help?

- 1. ...I AM ASHAMED THAT I CAN'T HANDLE THIS ON MY OWN.**
- 2. ...I DON'T WANT PEOPLE TO THINK I AM WEAK AND CAN'T COPE.**
- 3. ...MY MANAGER ISN'T INTERESTED.**

Well done, that's right.

All of the options displayed could demonstrate why an employee may not ask for help. Some additional reasons might also include:

- ...I am worried it will affect my career prospects
- ...I'm too embarrassed to tell my manager how I am feeling
- ...There's no point as there is nothing anyone can do about it

How to start the conversation

- **FIND SOMEWHERE COMFORTABLE TO HAVE THE CONVERSATION WHERE YOU WILL NOT BE INTERRUPTED**
- **TURN OFF YOUR PHONE, OR PUT IT ON SILENT TO AVOID UNWANTED DISTRACTION**
- **TRY NOT TO SIT DIRECTLY OPPOSITE THE EMPLOYEE AS THIS CAN SEEM THREATENING, TRY TO KEEP SITTING EVEN IF THEY STAND**



- **MAINTAIN AN OPEN BODY POSITION AND KEEP APPROPRIATE EYE CONTACT**
- **START BY ASKING OPEN QUESTIONS - 'HOW ARE YOU FEELING?' 'TELL ME HOW I CAN HELP YOU' 'HOW LONG HAVE YOU FELT LIKE THIS?'**
- **LET THEM TALK.**



What you can do to help

HERE ARE THREE STEPS YOU CAN TAKE TO HELP SUPPORT SOMEONE IN YOUR TEAM.

LISTEN

- Allow the person to speak without interruption
- Don't worry about silences – resist the urge to jump in
- Pay fully focussed attention to what they are telling you - try not to be affected by your own opinions on whether they are right/wrong, to feel the way they do
- Listen actively by repeating a part of what they have said 'so you feel...' 'so it looks like to you'
- When appropriate ask simple, open questions

REASSURE

- Encourage them to open up and feel comfortable about talking about the way they feel
- Reassure them that you can help them work through their issues
- Reassure that you have understood how they are feeling and that workplace issues can be discussed and addressed
- Let them know you will be supportive
- Emphasise that specialist help is also at hand, for example, through MOH, HR or even their medical practitioner if their emotional wellbeing is particularly low. Also, that confidential help can be accessed via the employee assistance programme (if appropriate to the location)
- If the employee finds it too hard to talk, let them know they can talk another time
- Reassure them know that you will treat anything they tell you in confidence, except where there are issues that pose a health and safety risk to them or others

SIGNPOST

- Advise that Unilever has a wide range of resources and support available for everyone. Check with your MOH and/or HR team to see what is available in your area and make sure that you know how to access them. Look at the Global Wellbeing Portal and local Wellbeing portals
- Assure the employee of confidentiality in any interaction with yourself, MOH and/or HR
- Discuss the referral process if appropriate (self or manager to MOH or HR) and how information and reports will be handled, as well as how adjustments can be made in the workplace to support them if appropriate
- Encourage self-help e.g. exercise, eating well, getting enough sleep, protecting time for friends and family

Mental Wellbeing Training for Managers

How to support an employee with poor emotional wellbeing



- Make sure they know about learning resources which may help them at work on Degreed (My Learning) e.g. Wellbeing Pathway or other training resources
- Mention that there is also help available from mental health and wellbeing support organisations, helplines, family and friends
- Encourage them to see their family practitioner if they have poor emotional wellbeing, for ongoing medical support and possible treatment

Dealing with an employee in Crisis:

In the rare situation that you are concerned that the employee is a risk to themselves or the public, then you need to get urgent help. In this situation you are able to break confidentiality to get that support:

- Stay calm and don't be afraid
- Do not leave the employee alone
- Call for assistance from a local work colleague, security or MOH as appropriate and ask them to call emergency services because of the potential risk of suicide or harm
- Stay in a safe environment and do not put yourself in danger
- Stay with the employee until the emergency services arrive to take over their care
- Seek support yourself following the event from your employee assistance programme, local MOH, HR or any other external support services
- Follow site incident reporting procedures to local MOH and HR



Introduction

In this module, you will look at:

- your roles and responsibilities
- at what point stress becomes a medical as opposed to a managerial issue
- what competencies you should develop as a manager to help keep pressure a positive force for your team
- how both the team and the individual team members will benefit by building resilience



Managing emotional wellbeing

YOUR ROLE AS A MANAGER

As a manager you have a direct impact on the people who work within your team.

Your skills in helping your team cope with demands and pressures, directly influences their ability to perform at their best.

But the way that you behave towards them is also potentially a source of stress in its own right.

Your team members' mental health will continuously move along the central section of this mental health scale.



EMOTIONAL WELLBEING IN YOUR TEAM

Employees at the right-hand end of the scale are more productive, engaged and satisfied. If you spot signs of distress or changes in behaviour early, you can influence how employees feel and help keep them away from the ill health issues on the left side.

Supporting your team

What is expected of you in relation to supporting emotional wellbeing in your team? Select all those that apply.

- 1. COMMUNICATE REGULARLY - GIVE AND RECEIVE FEEDBACK VIA REGULAR TEAM MEETINGS AND ONE-TO-ONES.**
- 2. NOTICE WHEN TEAM MEMBERS HAVE DONE A GOOD JOB AND GIVE RECOGNITION WHERE IT IS DUE.**
- 3. EMPOWER AND ENCOURAGE YOUR TEAM MEMBERS TO TAKE RESPONSIBILITY FOR THE WAY THEY MANAGE THEIR TIME AND ENERGY AND THE IMPACT THAT THESE CHOICES MAY HAVE ON THEIR WELLBEING.**
- 4. ENSURE YOUR TEAM ATTENDS RELEVANT INFORMATION, AWARENESS OR TRAINING SESSIONS THAT ARE AVAILABLE AS PART OF UNILEVER'S COMMITMENT TO HEALTH AND WELLBEING.**

Well done, that's right.

- All of the options apply. Other support you should expect to give include:
- Clearly specify task and job requirements and know what your team's workload already is and how they are managing it.
- Respond empathetically, rationally and swiftly to any workload or team dynamic issues, seeking advice from HR as appropriate.
- Signpost anyone that you feel concerned about or whom you suspect may have an emotional health issue to MOH or HR and allow the team access to any appropriate support services they need, both inside and outside Unilever.
- Support employees following any absence with temporary or permanent workplace adjustments to help facilitate their return to work e.g. flexible hours (to start and finish times), additional training/support, changes to the workspace/workplace as appropriate.

In summary, as a Unilever manager you have a responsibility to promote a culture for sustainable high performance where each team member feels understood, trusted and supported, thus increasing the likelihood that they experience workplace pressure as a stimulus for growth and satisfaction, rather than stress.

What do I need to do to manage pressure and stress well in my team?

Managing stress is about effective leadership and people management, particularly during periods of major change and uncertainty.



What are the key behaviours?

The key behaviours necessary for good pressure and emotional health management reflect those within the Inner Game of the Unilever Standards of Leadership, especially 'Personal Mastery' -always bringing your best self to work, encouraging others to do the same. These behaviours include:

Showing Respect

Being Fully Present

Being Observant

Each of these has a series of sub-competencies and these are detailed on the following screen



COMPETENCY

Showing Respect



WHICH REQUIRES YOU TO

- Have Integrity
- Practice Emotional Regulation

WHICH YOU CAN DEMONSTRATE BY:

- Being a good role-model Recognising and respecting individual differences Being open and honest
- Staying in control of your emotions and adapting your behaviour to suit different situations

COMPETENCY

Being Fully Present



WHICH REQUIRES YOU TO

Be Fully engaged
Be prepared for conversations

WHICH YOU CAN DEMONSTRATE BY:

Being here Now, fully present in the moment

COMPETENCY

Observation



WHICH REQUIRES YOU TO

- Be watchful
- Stay independent

WHICH YOU CAN DEMONSTRATE BY:

- Being curious and noticing Asking the right questions
- Being aware

Why are these behaviours so important?



SHOWING RESPECT

Having Integrity

BEING A GOOD ROLE-MODEL

The only way to create a culture for trust, integrity and healthy performance is to behave in a way that supports this. It is no good stating that you want people to achieve a good balance between work and home life, if you never leave the office or send e-mails over the weekend.

Be a living advocate for the behaviour you want to see in others.



RECOGNISING AND RESPECTING INDIVIDUAL DIFFERENCE

Teams are made up of individuals and every team member sees the world slightly differently. Celebrate and welcome individual differences in outlook and approach - diversity within the team is key to creativity and the ability to experiment with new ideas.



BEING OPEN AND HONEST

Communicating openly and authentically helps team members open up to you. Choosing to be kind over right, or admitting to vulnerabilities and uncertainties, can really benefit team trust.

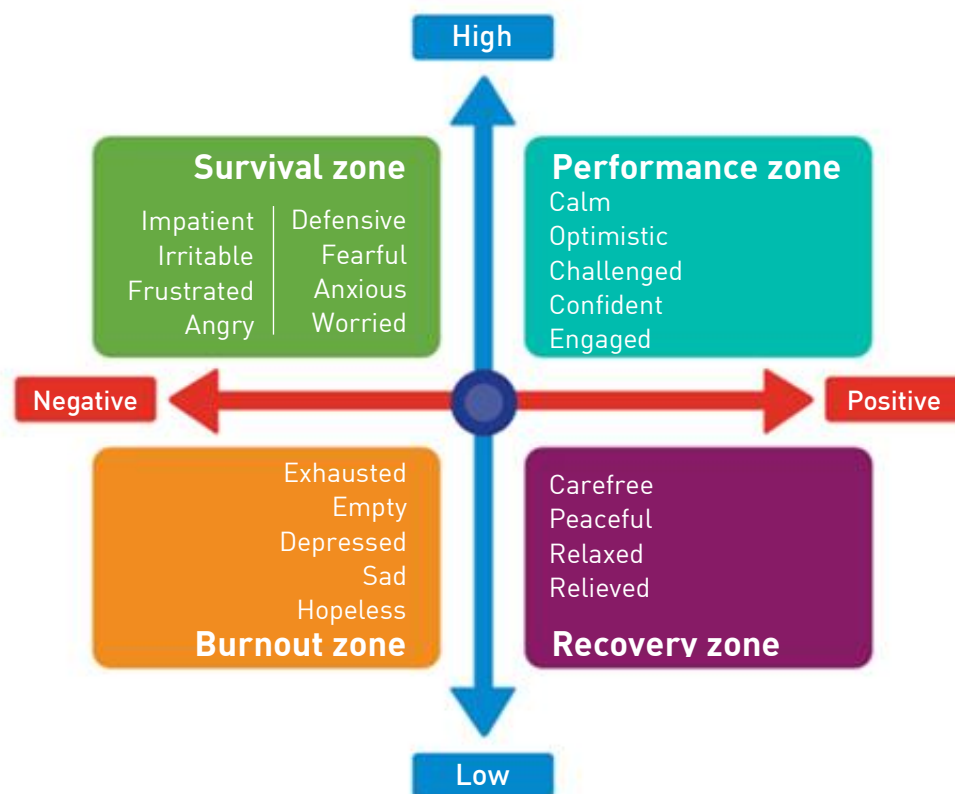


Practice Emotional Regulation

STAYING IN CONTROL OF YOUR EMOTIONS AND ADAPT YOUR BEHAVIOUR TO SUIT DIFFERENT SITUATIONS

As a manager your own pressures can produce a range of emotions, sometimes positive, sometimes not. The combination of emotions can heavily influence your behaviour and potentially impact your team both positively and negatively.

Check regularly to see which emotional energy quadrant you are in, who, or what, has moved you to there and what impact staying there may be having on the people in your team. When you become more aware of how you are feeling, you are more able to choose a positive and conscious choice of reaction.



Why are these behaviours so important?



BEING FULLY PRESENT

BEING FULLY ENGAGED

Be here NOW, fully present in the moment

In the modern world we often pay surface attention to many things at once. Good leaders are fully present in the moment – not doing something else at the same time or talking to a team member, whilst thinking about something else.

Full engagement demonstrates appreciation and respect for the team member.

BEING PREPARED FOR CONVERSATIONS

By being prepared for 1:1 meetings, you not only increase the chances that your exchange will be productive, you are showing that you value the time/energy/effort that the person has put into their work.

Why are these behaviours so important?



OBSERVATION

Be watchful

BE CURIOUS AND NOTICE THINGS ABOUT YOUR TEAM MEMBERS

Try to actively notice things about your team members and how they are behaving. Be curious about who they are and how the world looks to them.

If you like what you see, tell them! If you are worried about them – initiate a conversation to find out more.

ASK THE RIGHT QUESTION

Getting to know what's really going on for a person is difficult if you don't ask questions. Here are some suggestions:

- How's it going?
- What is the biggest frustration at the moment?
- What can I do to help?
- If everything were perfect – what would need to change?
- What support do you think might help?

Staying independent

BE AWARE OF YOUR OWN BIASES AND PUT THEM TO ONE SIDE SO YOU CAN REALLY SEE AND HEAR

Sometimes our own filters can delete, distort or generalise what we see so that we can make sense of it. Good managers know to stay aware of these so that they can really 'see' what is in front of them. What support do you think might help?

The importance of early intervention on stress

These specific leadership skills will help you create an open culture in your team and encourage team members to be honest about how they are feeling.

You are not expected to be a counsellor, but you can provide initial assistance and guide a team member to appropriate professional help.

How can early intervention with emotional health issues help?

Read through the following statements and select all those you think are true.

1. PROVIDES HELP TO PREVENT A MENTAL HEALTH ISSUE BECOMING MORE SERIOUS

2. SPEEDS UP THE PROCESS OF PROBLEM SOLVING AND RECOVERY

3. PROMOTES RECOVERY OF GOOD MENTAL HEALTH

4. PROVIDES REASSURANCE AND SUPPORT

5. RAISES AWARENESS

6. INCREASES STIGMA AND DISCRIMINATION

Well done, that's right.

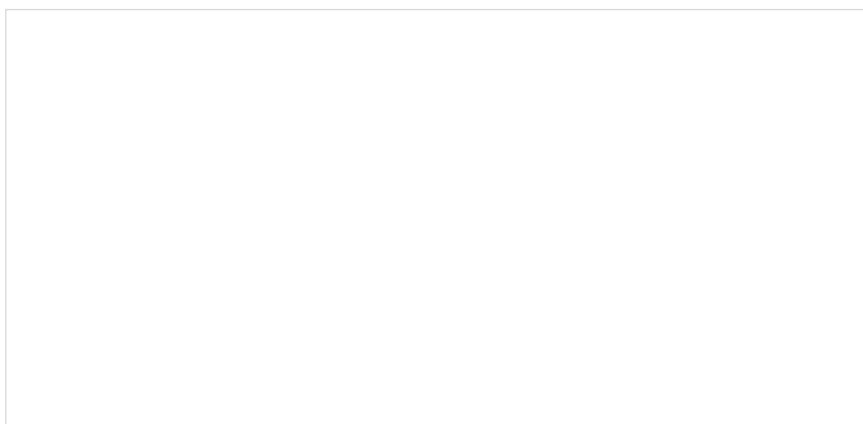
Early intervention with emotional health issues is important and can:

- Provides help to prevent a mental health issue becoming more serious
- Speeds up the process of problem solving and recovery
- Promotes recovery of good mental health
- Provides reassurance and support
- Raises awareness
- Reduces stigma and discrimination

Reflection

Consider the following questions to reflect on your own thoughts and experience. You may wish to use the text box to record your thoughts for review at a later date.

- What has been most helpful from reading about the responsibilities and qualities expected of a line manager?
- What will you start doing differently?

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Introduction

In this module, you will look at:

- Why building your own resilience as a manager is essential
- What resilience means to Unilever
- What resilient behaviour looks like
- Some tips for increasing your personal resilience
- How you can help individual employees to stay personally resilient



Building up your resilience

WHY BUILD YOUR RESILIENCE AS A MANAGER?

Leadership behaviour has a big effect on your team members and being a good role model supports healthy high performance.

It is therefore important to act calmly under pressure, keep your emotions under control, recover quickly and positively from setbacks and be adaptable.

Building your own resilience starts with becoming more self-aware about how you are thinking feeling and behaving.



BECOMING MORE SELF AWARE

Self-awareness can be described as the ability to **identify your emotions**; knowing how you feel and why and **performing an accurate self-assessment**.

Emotional Awareness is the ability to recognise your own emotions, and their effects. To develop better emotional awareness:

- Practice asking yourself what emotions you are feeling and why
- Consider how your emotional state influences your thoughts and actions
- Identify how they may be affecting your performance as a manager

An accurate Self-assessment is an honest appraisal of your strengths, weaknesses and limitations.

- Try and take time to reflect regularly on what makes you, you
- 'Catch yourself doing something right' – notice your successes and intentionally remind yourself regularly of what you do well
- Be open to feedback from others and learn from your experiences



‘Checking In’ with Yourself as a Manager

Being a manager doesn’t make you immune to poor emotional wellbeing.

Which of the following might suggest that a manager would benefit from support and guidance?

1. **THEY FEEL LESS ABLE TO CONSULT WITH THE TEAM.**
2. **THEIR MANAGEMENT STYLE HAS CHANGED.**
3. **THEY FEEL LESS ABLE TO DEFINE GOALS AND EXPECTATIONS.**
4. **THEY REGULARLY MAKE LAST MINUTE CHANGES TO MEETINGS, PLANS.**
5. **THEY OFTEN FEEL GENERALLY UNPREPARED.**
6. **THEIR MOOD CHANGES; BECOMING MORE WITHDRAWN.**

The following are all common feelings that may indicate a manager would benefit from some support and guidance:

- They feel less able to consult with the team.
- Their management style has changed.
- They feel less able to define goals and expectations.
- They regularly make last minute changes to meetings, plans.
- They often feel generally unprepared.
- Their mood changes; becoming more withdrawn.

If you can see signs and symptoms of distress in yourself please seek support from your line manager, your local MOH, HR or EAP provider.

Remember to check in with yourself regularly, it is a really important step in becoming a resilient and effective manager.

What is Unilever's definition of Resilience?

Resilient employees and teams display patterns of behaviour which help them experience pressure as a driver for growth and development, rather than for stress and anxiety.

Resilience is a series of clearly definable behaviours, it can be learnt by anyone.

“**The ability to function successfully, recover from setbacks and grow to meet future challenges.**”

Resilient Behaviour

Which of the following statements do you think demonstrate these characteristic behaviours? They:

- 1. ARE SELF-AWARE IN RELATION TO THEIR EMOTIONS, STRENGTH AND WEAKNESSES IN ORDER TO ALWAYS BRING THEIR BEST SELF.**
- 2. CAN REGULATE AND CONTROL THEIR EMOTIONS, MANAGING THEIR MOOD AND MOTIVATIONS.**
- 3. ARE AGILE AND CAN ADAPT THEIR APPROACH AND STYLE TO MEET THE CHANGING SITUATIONS.**
- 4. USE EMOTIONAL INTELLIGENCE TO CHOOSE HOW TO REACT TO FEEDBACK AND BEHAVE IN EACH SITUATION TO GET THE BEST OUTCOME.**
- 5. ACTIVELY BUILD AND RENEW THEIR WELLBEING AND PERSONAL ENERGY RESOURCES.**

Well done, that's right.

All these statements are correct.

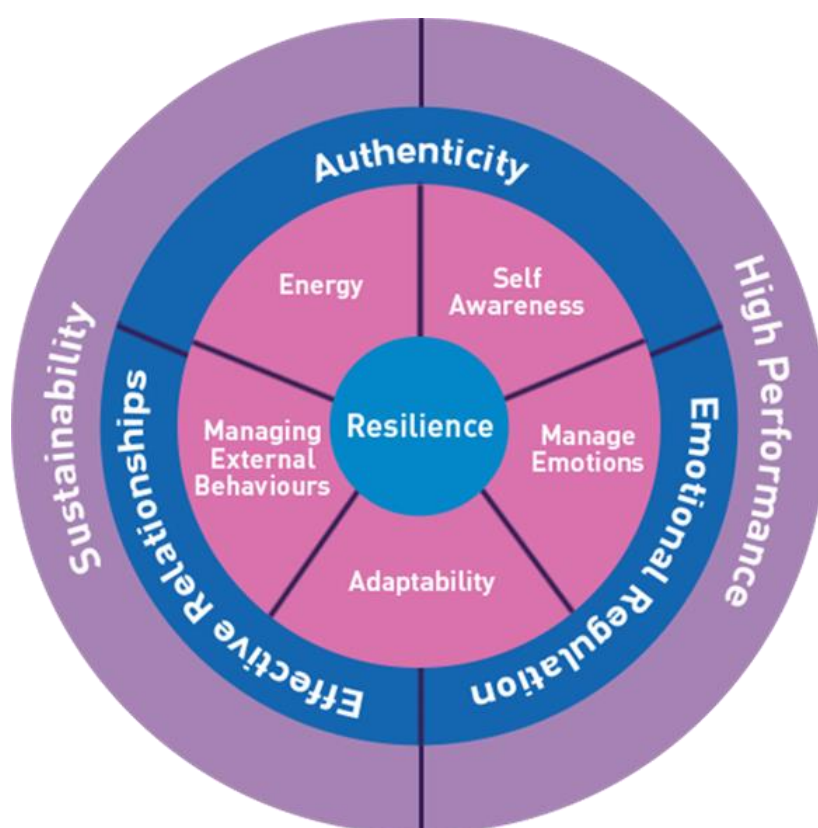
Resilient people embrace their personal Mastery in the following characteristic ways, they:

- Are self-aware in relation to their emotions, strength and weaknesses in order to always bring their best self.
- Can regulate and control their emotions, managing their mood and motivations.
- Are agile and can adapt their approach and style to meet the changing situations.
- Use emotional intelligence to choose how to react to feedback and behave in each situation to get the best outcome.
- Actively build and renew their wellbeing and personal energy resources.

Resilient Behaviour

The model shows resilient people are connected to what is important to them (Authenticity) which in turn helps them build **and** maintain effective relationships.

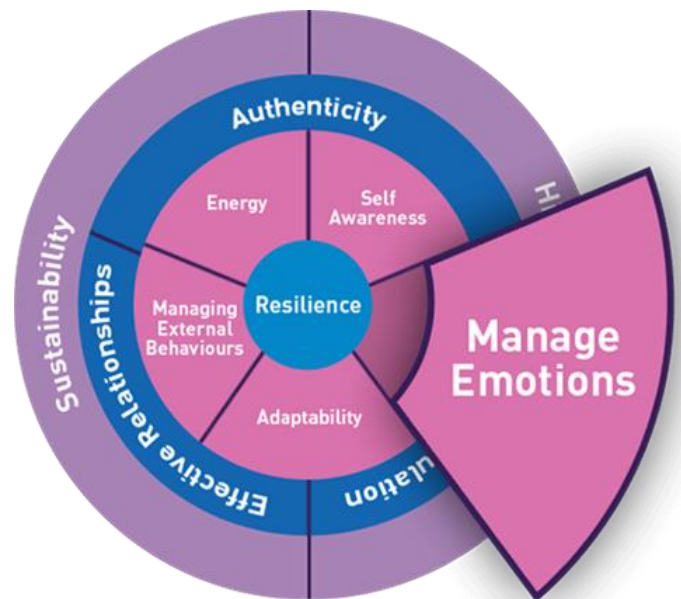
This provides the right platform to be the best they can be every day (High Performance) and to do so consistently both inside and outside of the workplace, indefinitely (Sustainability).



Managing Your Emotions

Every day we experience thousands of external stimuli that our brains process to make sense of. These are effectively sifted by your individual combination of filters and belief systems, to arrive at a point where you can 'understand' what is going on.

This interpretation is unique to every individual and drives our emotional and practical response to each situation.



To develop your ability to better manage your emotions in challenging situations:

Listen to what are you telling yourself about this situation and what it means for you?

Ask yourself if it is really or completely true?

Ask yourself, what alternative interpretations might exist and what are the implications for what I say or do next?

The most resilient people recognise this and are able to select a behavioural response which may not have been the same as their first instinctive response.

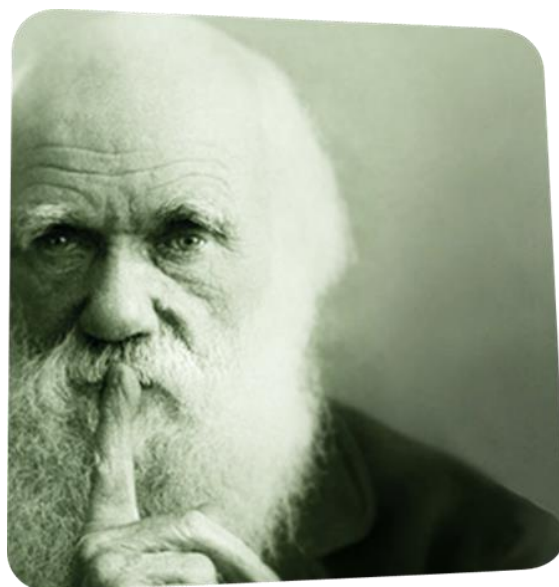


Adaptability

As Darwin has often been quoted as saying; 'It is not the strongest of the species that survives, nor the most intelligent... it is the one that is most adaptable to change'.

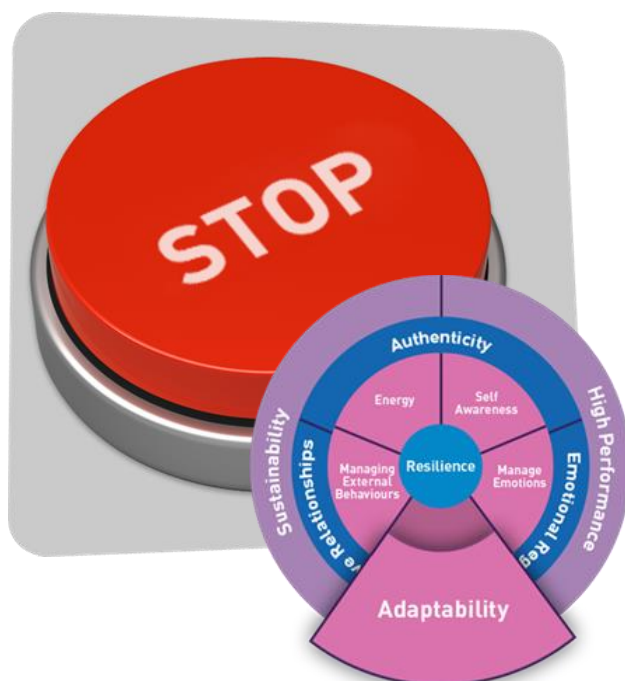
In times of change and challenge, the most resilient people adapt their approach and styles to meet the changing situation to support the best outcome for themselves or their team.

This is very often quite different to their automatic response.



To develop more adaptability and agility:

- Before you act, visualise a big red STOP button in your mind and press it.
- Take a moment to think through what you would 'normally' do.
- Consider the likely outcome for you/colleagues and ask; 'Do I want this?' Ask yourself what alternative response would work the same or better?



Managing External Behaviours

As a manager, a colleague, a friend or family member, we are often defined by what we actually do, and how we make people feel.



Resilient people stay in control of their emotions, and actively choose a behavioural response that best supports the outcome they want.

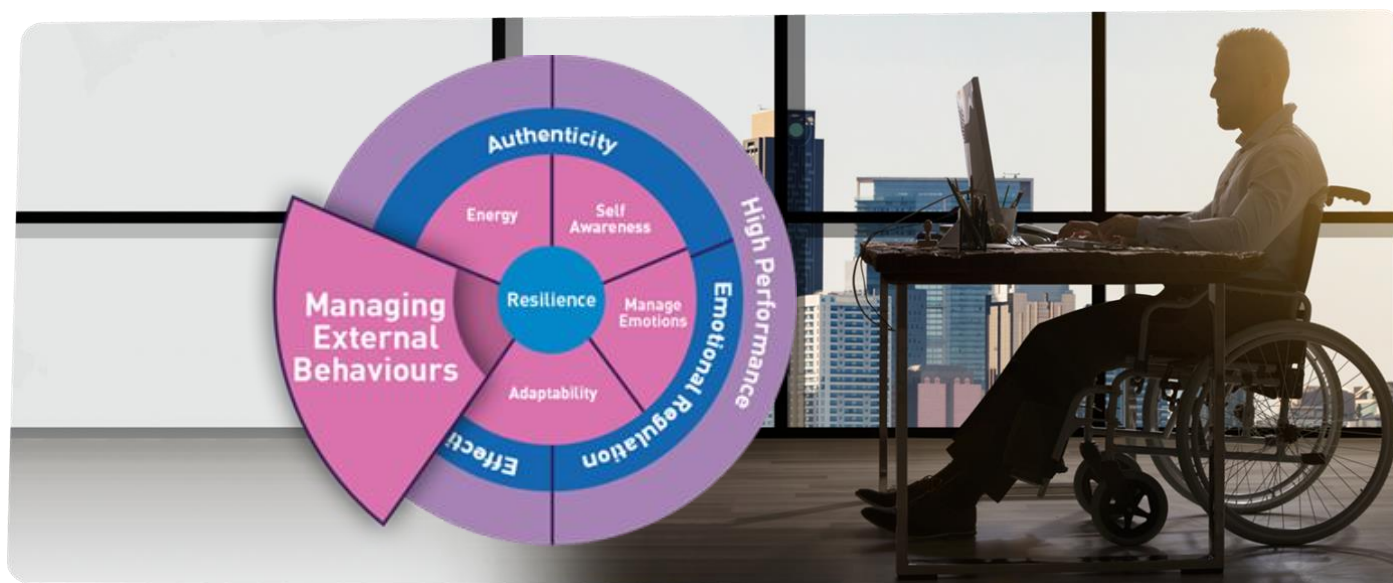


Managing External Behaviours

This increases collaboration, reduces conflict and makes people feel comfortable and valued.

To develop more skill in selecting the right external behaviour:

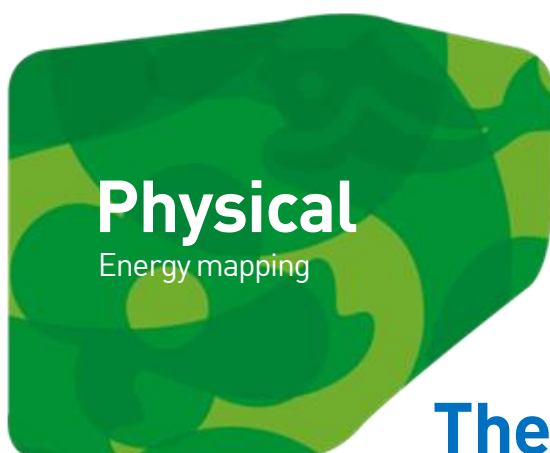
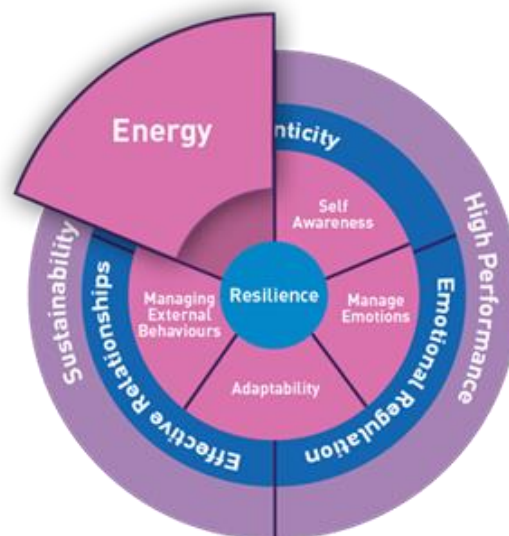
- Before you act ask yourself: What do I know of this person – what's important to them?
How do they like to work?
- Before you act ask yourself: If I respond in a way that matches how I feel, what will the relationship/performance outcome be?



Personal Energy

Our personal energy is in four key dimensions – Physical, Emotional, Mental and Purposeful energy.

Knowing how to use and recover energy in these four key areas helps you to be resilient, bounce back quickly from setbacks and have the energy to meet your own goals.



Physical
Energy mapping



Purposeful
Finding our big rocks

The Key
ingredients



Mental
Focus and flow



Emotional
Reaction, reflection
And recovery

Physical Energy

Physical Energy supports and underpins the three other dimensions. It is extremely difficult to manage your emotions when your body's physical needs have not been met.



Where do we get our physical energy from?

Our physical energy comes mostly from the foods we eat. However, we also get energy from hydrating ourselves (drinking), keeping oxygen circulating around the blood stream (movement) and recovering our energy (through rest and sleep).



EATING FOR ENERGY

The foods we consume contain locked up energy, some foods will convert into energy quickly, whilst some foods release their energy slowly.

- Avoid sugary snacks and drinks: these give an instant energy boost, but it does not last and this can cause tiredness, negative emotions and effects of concentration.
- Eat the five food groups in each meal as far as you can: Carbohydrates, Protein, Fats, Vitamins & Minerals, and water. This gives a constant release of energy to your body throughout the day, rather than a lot now and again.
- Stay hydrated –Dehydration effects your physical performance as well as short-term memory and attention. We should have an intake of 2.5l (men) or 2l (women) of water daily, 70-80% of which should come from drinks, with the remaining coming from our food.

Eat little and often and stay hydrated to maintain energy at a steady level all day, and into the evening too.



MOVEMENT

Make small adjustments to the way you live, to gradually increase the level of physical exercise, in each of the 3 exercise categories: cardiovascular, strength and flexibility:

For example:

- take the stairs instead of the lift
- get up and move about regularly
- try parking as far away as possible, to make you walk for longer
- If you walk your dog, go for a speedy walk and try going further
- Take a few minutes to stretch your body in bed before you get up each morning
- Take a 10-minute walk after lunch – this aids digestion and improves energy levels



SLEEP

Sleep is vital to health, wellbeing and performance. It is during this time our bodies are able to replenish energy stores and make repairs.

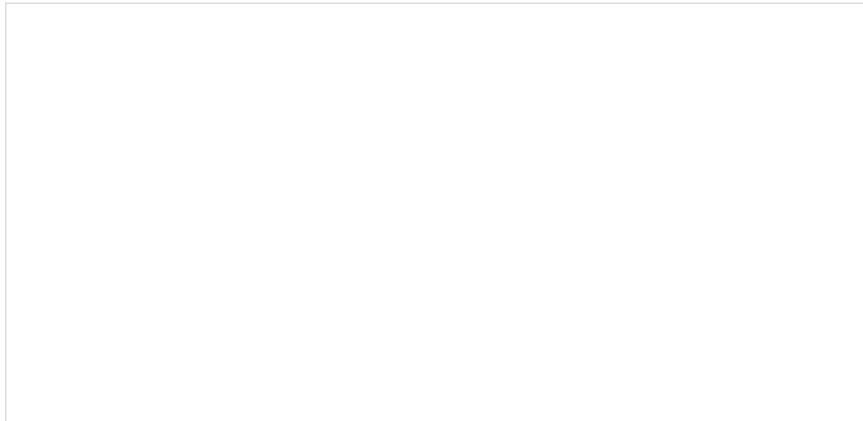
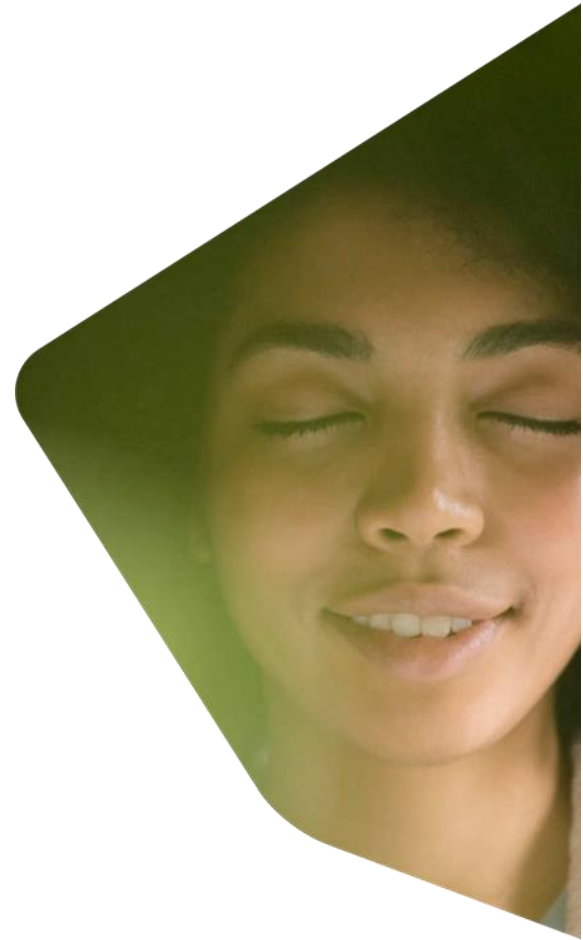
The amount of sleep you need depends on your age, sex, health and other elements. Generally, you should aim to get a minimum of 7 hours sleep per night.

Insufficient sleep has a direct impact on your ability to focus, interact and collaborate with others and stay fully engaged all day.



Reflection

- How can you encourage your team members to maintain their physical energy?
- What will you and the team gain?

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Purposeful Energy

We want everyone at Unilever to have a personal purpose to feel engaged, inspired and energised by their work and make a personal connection to Unilever's broader purpose.



To tap into your own Purposeful Energy, consider what is really important to you – who are you and what sort of person/leader do you want to be?

Remind yourself what you value most. When we can see the connection between what we do and how it is helping us develop, grow and learn then we are tapping into a potentially limitless energy source!

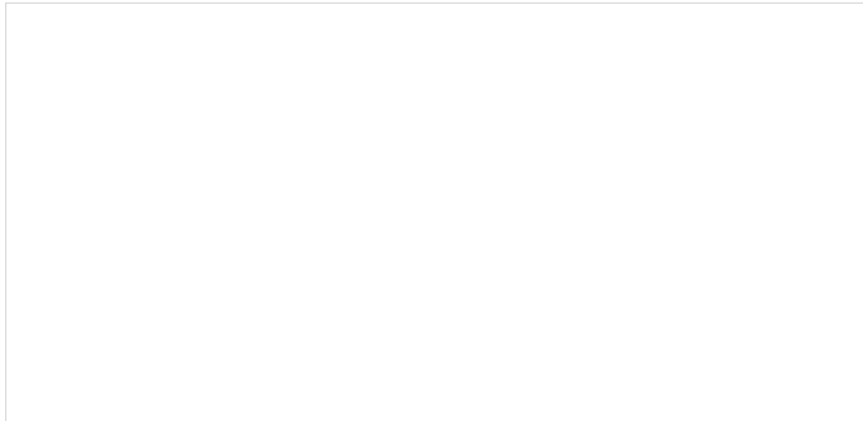
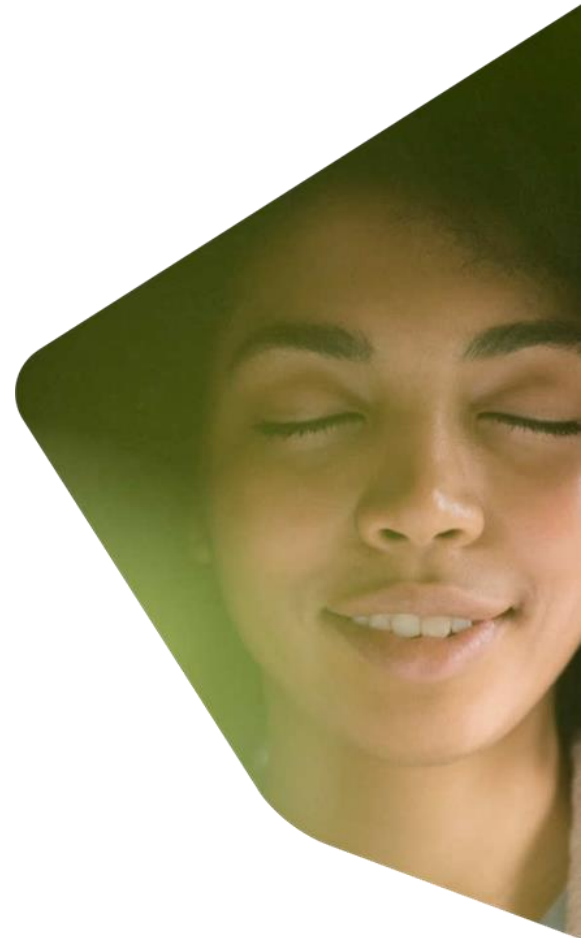


- Make a vision board for your desk – pictures of all the things you value the most and aspire to.
- Allow 5 minutes each day to intentionally focus on what's good in your life and your successes and strengths.
- Look for the link between your day to day activities and your goals – how do they contribute?



Reflection

How can you encourage your team members to stay focussed on their personal and team purpose?

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Mental Energy

Mental energy – or thinking skills are optimal when you give one thing your complete and focussed attention at any one time e.g. resisting the urge to multi-task.

Giving full attention is more effective and more likely to get the job done well and reasonably quickly.



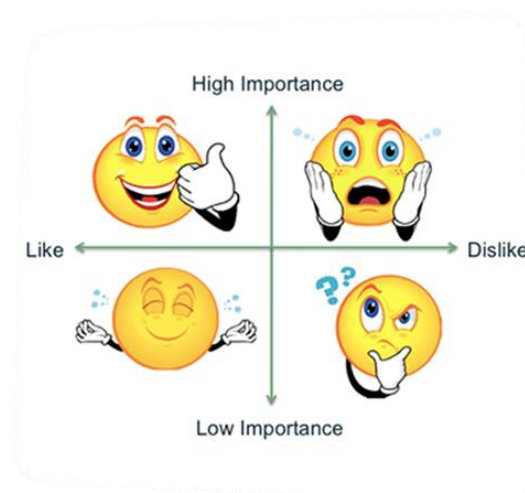
Your daily tasks can be divided in to four categories.

- 1. High importance, high like tasks are critical to our role and we like doing them.**
- 2. High importance, high dislike tasks need to be done but we don't like doing them.**
- 3. Low importance, high like tasks are those we like, but contribute less to our goals.**
- 4. Low importance, high dislike tasks are those that don't seem to add value and we don't like doing them.**

To help you decide which task to work on, try thinking of your task list in the following terms:

We all have tasks that we know we need to do (High Importance) but we don't like doing them (High Dislike).

Similarly, we will have tasks on our list every day that we like (High Like) but they are not very important or contribute less to our goals (Low Importance). Then there are the tasks that are mission critical (High Importance) and we like them (High Like) and finally tasks that don't seem to add any value and we don't like doing them (High dislike/Low importance).



Mental Wellbeing Training for Managers

Manage your own pressure more effectively



Our energy levels are often at their highest in the morning.

Do a task you dislike the most first, when mental focus is best – as putting it off also acts an energy drainer. Doing it can also give an emotional energy boost.

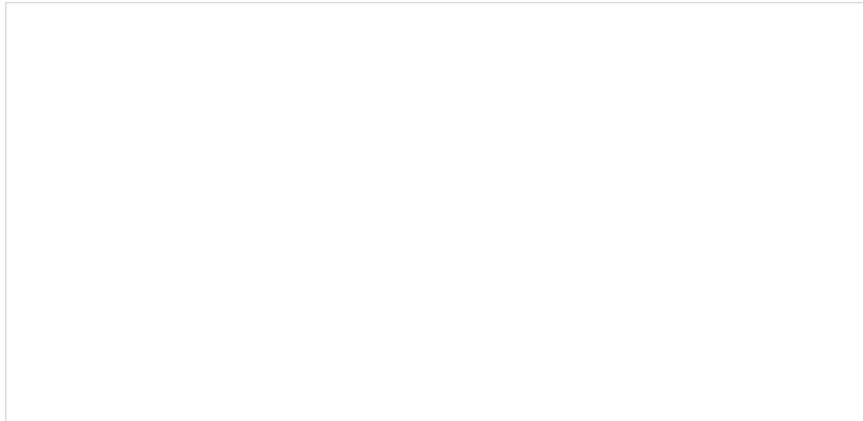
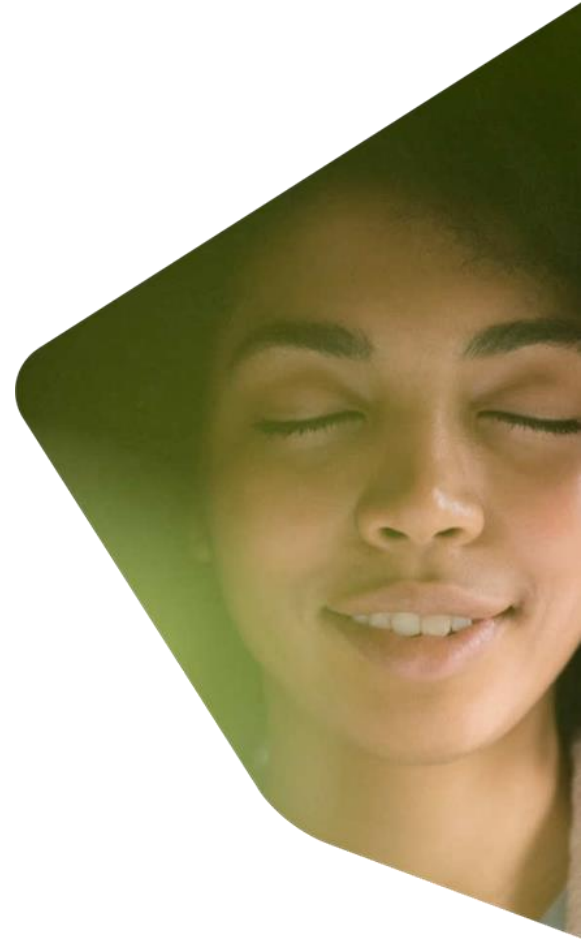
Identify the low importance/high like tasks and use them strategically as a Recovery Zone activity.

Stay intentionally focussed on one task at a time and stick at it for a maximum of 90 minutes before turning your attention to a different task.



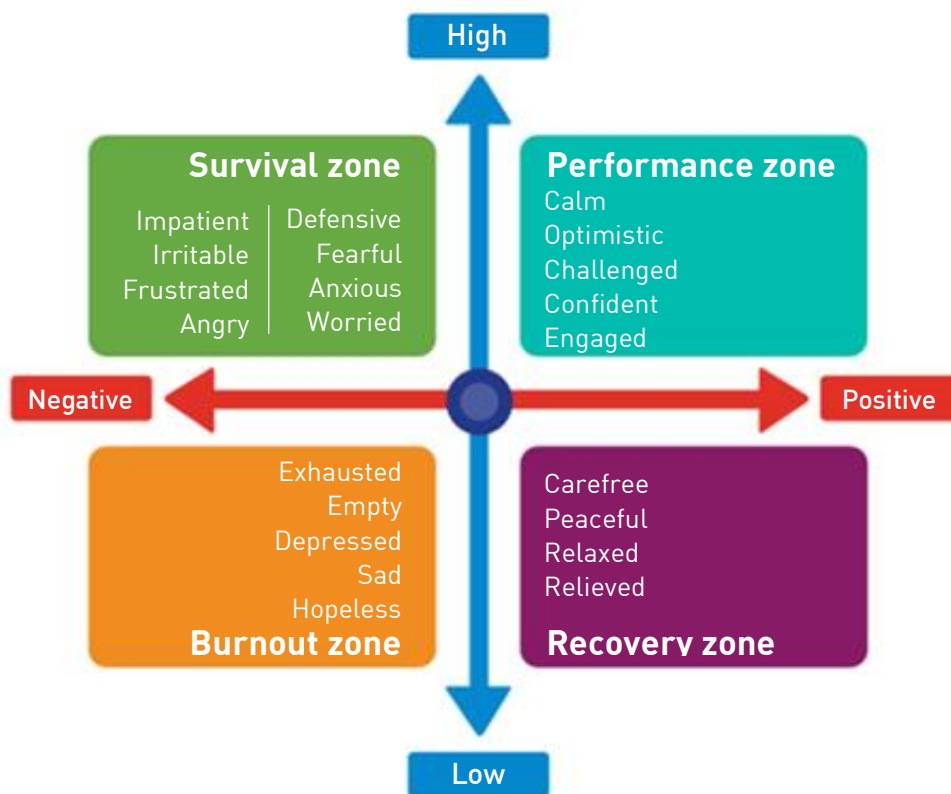
Reflection

How can you encourage your team members to make the best use of their mental energy?

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Emotional Energy

Our feelings have a big impact on how we behave, and some emotions are more 'expensive' energy wise than others.



SURVIVAL ZONE

High energy, negative emotions such as anger, frustration and blame are found here. These feelings leave us feeling flat, exhausted and disengaged and heading for the Burnout Zone.

PERFORMANCE ZONE

Our best interactions and work are done here, we feel positive, high in energy and satisfied.

RECOVERY ZONE

You need to spend time every day in this zone, Recovery can also come from taking breaks, reflecting on what's gone well, who you value, or moving around, listening to music- any activity which re-charges your batteries.

Mental Wellbeing Training for Managers

Manage your own pressure more effectively

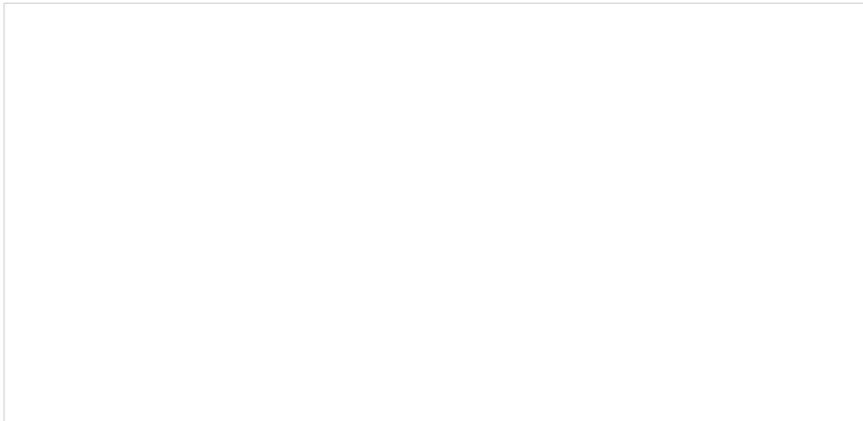
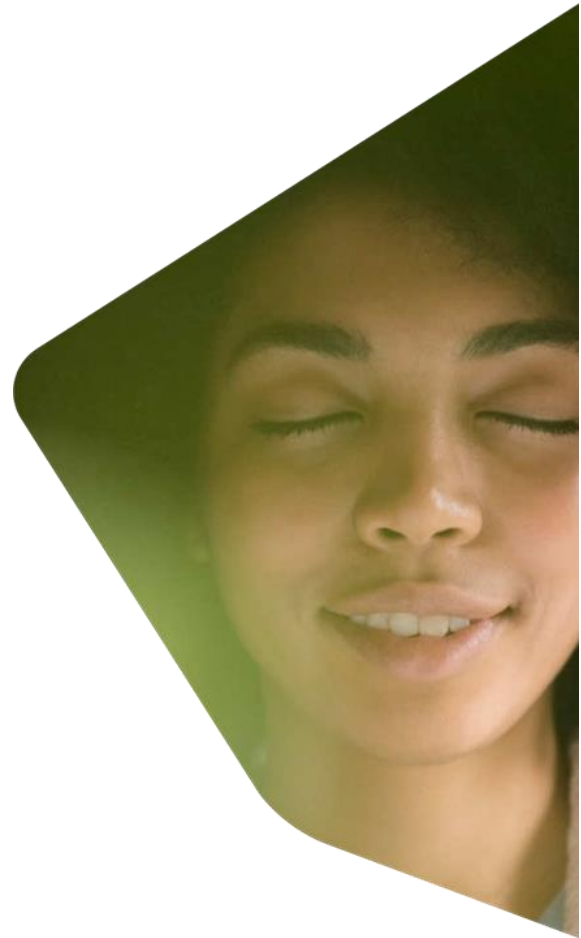


Taking steps to change your emotional energy quadrant will enable you stay in the Performance Zone longer. It will also aid you in identifying which zones individual team members are in and where necessary help them.



Reflection

How can you encourage your team members to better manage their emotional energy?

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Thrive Questionnaire

Work through the following questionnaire to assess your energy levels and to understand what areas you might need to work on.

Select all the options that you believe to be true in the four areas of Physical, Emotional, Mental and Purpose-working along the tabs.



Thrive Questionnaire

PHYSICAL

1. I don't regularly get at least seven to eight hours of sleep, and I often wake up feeling tired.
2. I frequently skip breakfast, or I settle for something that isn't nutritious.
3. I don't work out enough (meaning cardiovascular training at least three times a week and strength training at least once a week).
4. I don't take regular breaks during the day to truly renew and recharge, or I often eat lunch at my desk, if I eat it at all.

EMOTIONAL

1. I frequently find myself feeling irritable, impatient, or anxious at work, especially when work is demanding.
2. I don't have enough time with my family and loved ones, and when I'm with them, I'm not always really with them.
3. I have too little time for the activities that I most deeply enjoy.
4. I don't stop frequently enough to express my appreciation to others or to savour my accomplishments and blessings.

MENTAL

1. I have difficulty focusing on one thing at a time, and I am easily distracted during the day, especially by e-mail.
2. I spend much of my day reacting to immediate crises and demands rather than focusing on activities with longer-term value and high leverage.
3. I don't take enough time for reflection, strategising, and creative thinking.
4. I work in the evenings or on weekends, and I almost never take an e-mail-free vacation.

PURPOSE

1. I don't spend enough time at work doing what I do best and enjoy most.
 2. There are significant gaps between what I say is most important to me in my life and how I actually allocate my time and energy.
 3. My decisions at work are more often influenced by external demands than by a strong, clear sense of my own purpose.
 4. I don't invest enough time and energy in making a positive difference to others or to the world.
-

Summary

Now that you have your own Energy Management Score. What Energy dimension(s) are you going to work on?

What small adjustments can you make to the way you manage your team to encourage them to manage their energy better?

Visit the Thrive workshop and purpose workshop for details of learning content/global programmes available to help you facilitate conversations with your team about how to maximise team energy.



Mental Wellbeing Training for Managers

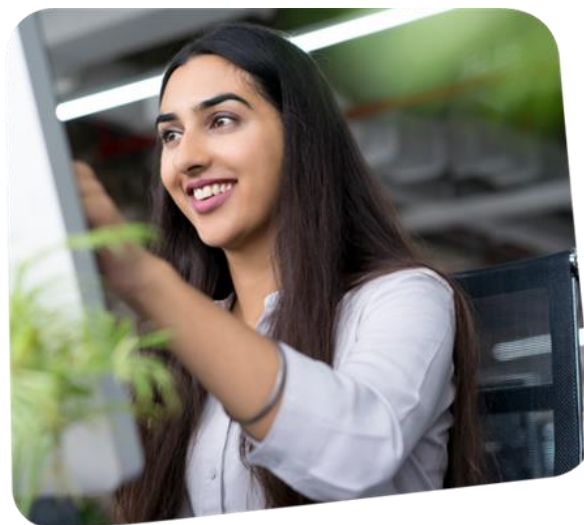
Accessing Support, Tools and Approaches



No Unilever employee should be more than one conversation, one call, or one click away from the support they need for their mental wellbeing.

Unilever have many resources and programmes to support you and help you build resilience and become more able to optimise your personal and team energy.

- Access information on all Global Wellbeing resources on the Global Wellbeing Portal and local Wellbeing resources through the country specific tab.
- Use your national Employee assistance programme for helpful resources and refer employees there for further help.
- Learn about Unilever Standards of Leadership.
- Access the learning resources through Degreed learning pathways e.g. Wellbeing.
- Talk to your local MOH and/or HR team for information on available tools and resources such as confidential employee assistance programmes, web based programmes, risk assessment tools and support services for employees and yourself
- Consult your national and local wellbeing teams to see what is planned for your area
- Seek guidance, support and advice in confidence from MOH and/or HR on managing difficult situations



Key messages

You should now be aware of the impact that mental health has on individual employees, teams and the workplace in general.

You should be aware of the importance of spotting early changes in behaviour, which may indicate signs of mental health issues and that acting pro-actively to the changes you notice is a key role to be an effective line manager.

You will also understand that your actions at work and the way you lead the team can have a direct effect on their mental health and their productivity.

You have now completed this eLearning module.

