

MENTAL HEALTH SUPPORT IN ORGANISATIONS

Systematic mental health support and awareness-raising helps organisations increase employee well-being, which in turn improves productivity and quality of work.

When implementing and developing a systematic approach, it is important to understand the interrelationships between different levels (organisation, managers, employees), communication and the non-work context, as well as their main influencing factors. Communication is particularly important, as it permeates all levels and also acts as a connecting link between them.

The model below outlines the key context-related and internal organisational factors to support more effective planning of mental health promotion and the development of strategic and practical mental health action plans (templates for which can be found on Peaasi.ee website).



Organisational climate and norms:

- Recognising mental health as a strategic priority
- Adopting a mutual approach to promoting mental health
- Ensuring clarity of job roles and demands Providing the tools and resources necessary for high-level job performance
- Developing basic knowledge of mental health throughout the organisation
- Enhancing managers' knowledge and skills related to mental health
- Facilitating synergy and information flow between teams or departments (including project-based teams, joint events)
- Empowering teamwork
- Maintaining regular multidirectional feedback and feedforward

Management culture:

- Managers understand the importance of their role in promoting mental health (both by setting an example and taking responsibility for their team)
- Incorporating different opinions and employee feedback into daily work processes and decision-making Promoting diversity and openness among employees and in working methods
- Offering regular feedforward to employees, remaining open to multidirectional feedback
- Supporting one's own comprehensive development (including collaboration with other managers, development of self-management and social skills)
- Understanding the personal needs of employees (family, health, education, etc) and taking them into account where possible

Employee responsibility:

- Job crafting (optimising job demands and increasing the proportion of meaningful challenges)
- Awareness of resources and development needs
- Understanding of the goals, limits and responsibilities of one's role (including avoiding conflicts between personal and organisational values)
- Noticing and supporting colleagues, fostering co-operation
- Cultivating a development-oriented attitude
- Valuing one's own and others' mental health (including mental health vitamins, mutual support)
- Maintaining a non-judgemental attitude, especially towards others and new ideas

Communication climate and norms:

- Approaching with curious mindset, desire to understand, rather than to judge
- Adopting a supportive approach (in case of success and also failures, as well as for different ideas)
- Openness and acceptance towards others
- Understanding and managing the consequences of one's actions
- Holding constructive discussions and managing conflicts

Principles of process management and facilitation:

- Systematic approach to mental health requires consideration of context, thoroughness/purposefulness, consistent action, and ongoing monitoring and regulation
- Maintaining and developing mental health is a shared responsibility and requires collaborative effort
- Supporting basic needs (such as relatedness, self-efficacy and autonomy) contributes to both greater well-being and more committed action
- Organisational development requires openness to different perspectives, constructive communication and action (including making mistakes and learning from them) as well as balancing job demands with available resources