

To recap... we want to change...

*How we think*

*How we talk*

*How we act*

Disentangling the minefield of  
**performance**  
&  
**mental health**

We need to focus on giving **hope** and maintaining a sense of **purpose**.

We should be asking...

- Why is performance so important in the money sector and beyond?
- What are the deep reasons that we care?
- How do we know that we are doing it well?
- How do we know that we are doing it well?

we need to change the conversation...  
and our focus to help the person  
*remain at work*.



Having the conversation...

What really should apply to everyone

Strengths-based support model



What's the problem? How do we solve it?  
What's the solution? How do we implement it?  
What's the outcome? How do we measure it?

Ultimately... prevention is better than cure  
- Create a culture of 'helping out'  
- Develop better norms  
- Model your language (including yourself when)  
- Monitor the culture continuously (e.g. what's the tone of your own colleagues' conversations about mental health?)

*Disentangling the minefield of*

performance

&

mental health

*Disentangling the minefield of*

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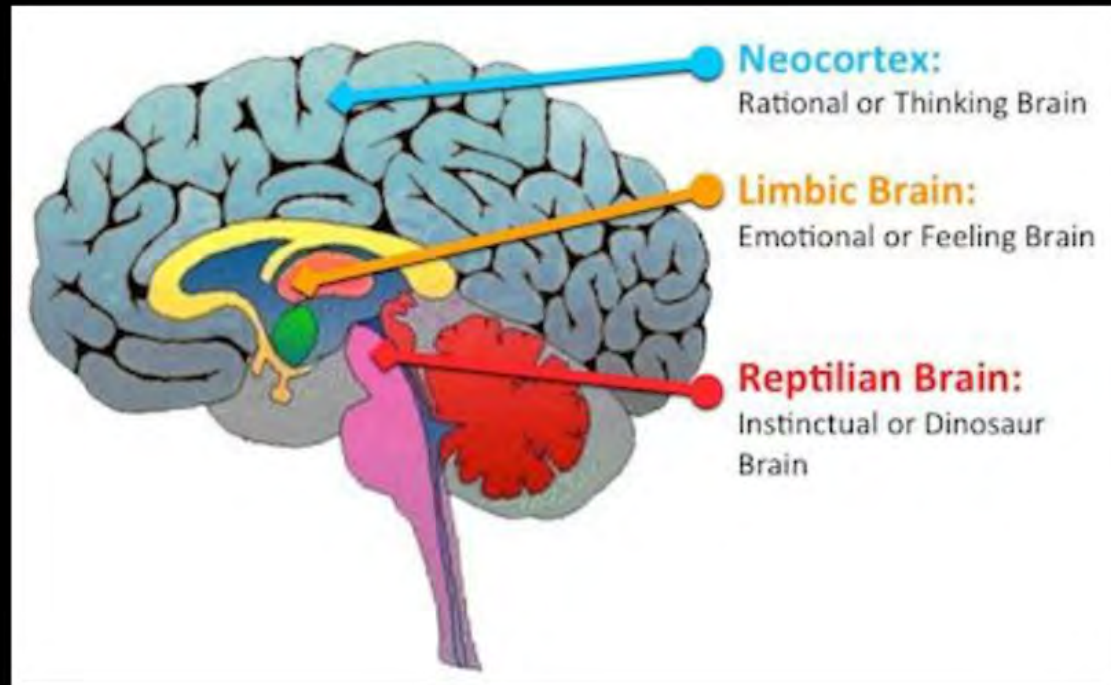


we very quickly over-complicate the picture...





vs.







Always  
on

Distraction

**P A I D**

Pressure

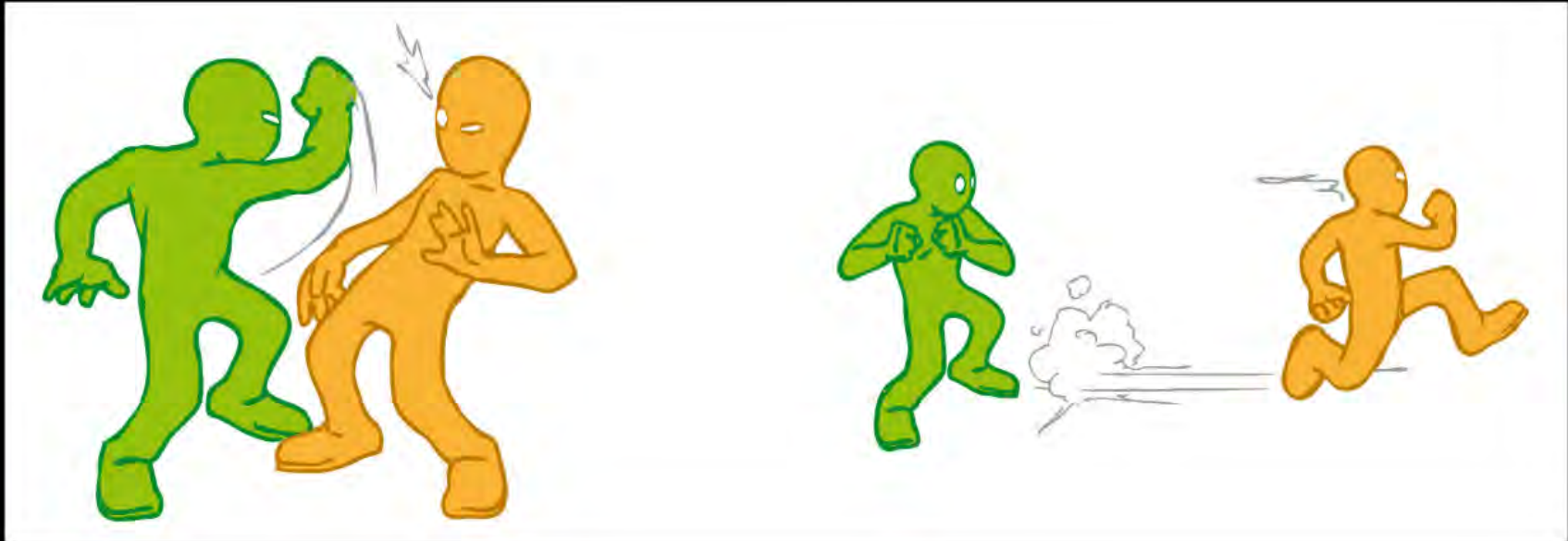
Information  
overload

**reality**

Rasmus Hougaard, 2016

We are kicked into a state of fight or flight where we strive to:

- detect danger
- compare ourselves with others





we very quickly over-complicate the picture...



# Legal

The Disability Discrimination Act 1992

Return to Work Act 2014

Privacy Act 1988 (Confidentiality)

# Team Culture

Disclosure

People not "pulling their weight"

Load on others

Emotional contagion

# Performance

Attention to detail

Productivity

Collaboration

Customer service and relationships

# Safety and Wellbeing

Stress placed on others

Responsibility to the individual

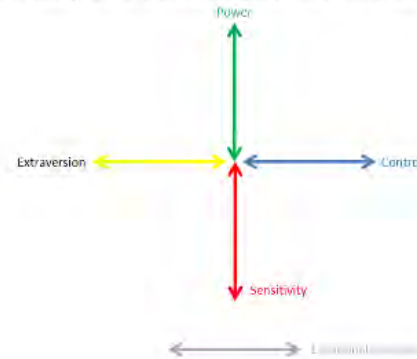








Personality trait conflicts become "mental illness"



*we very quickly over-complicate the picture...*

Two unconscious biases which occur...



Dan Pink, 2009



What we focus on... we create



Confirmation bias



When this happens... it becomes a  
silent struggle...

# Two unconscious biases which occur...



## Confirmation bias



## What we focus on... we create





# Confirmation bias





# What we focus on... we create



We notice withdrawal, lack of focus and performance issues



The staff member makes a mistake and we NOTICE the mistake

We set up performance expectations around concentration and attention to detail

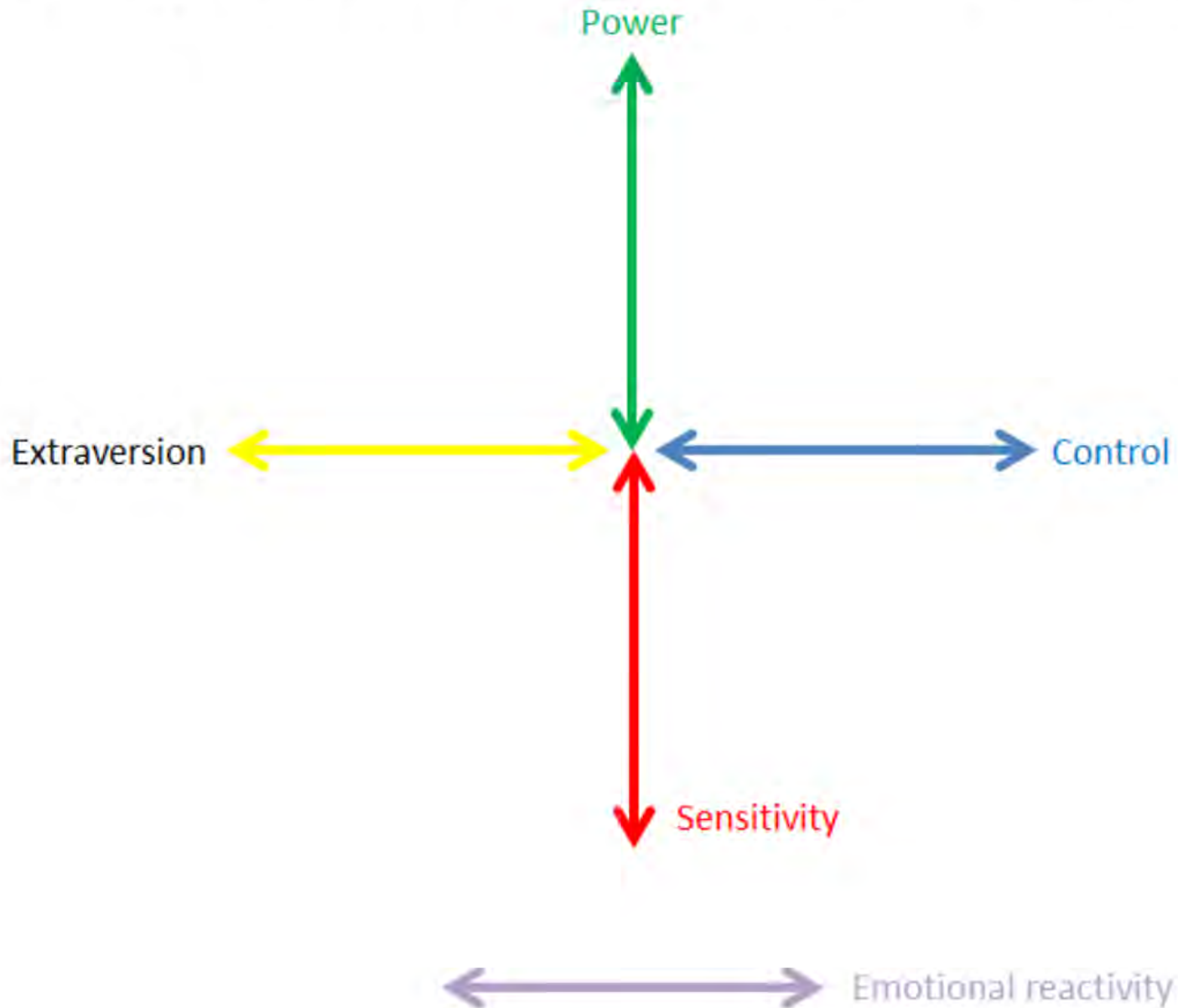
We modify their job to "help" them



The staff member feels anxious, undervalued and problematic

We pay extra attention to these problem areas

# Personality trait conflicts become "mental illness"



3 FACTORS LEAD TO BETTER  
PERFORMANCE & PERSONAL  
SATISFACTION...

AUTONOMY  
MASTERY  
PURPOSE



We take away...

- Opportunities to interact with customers
- Team cohesiveness
- Challenging work and special projects
- Learning tasks

Dan Pink, 2009

## **We take away...**

- Opportunities to interact with customers
- Team connectedness
- Challenging work and special projects
- Interesting tasks

we need to change the conversation...  
and our focus to help the person  
*remain at work.*



# We need to focus on giving **hope** and maintaining a sense of **purpose**.

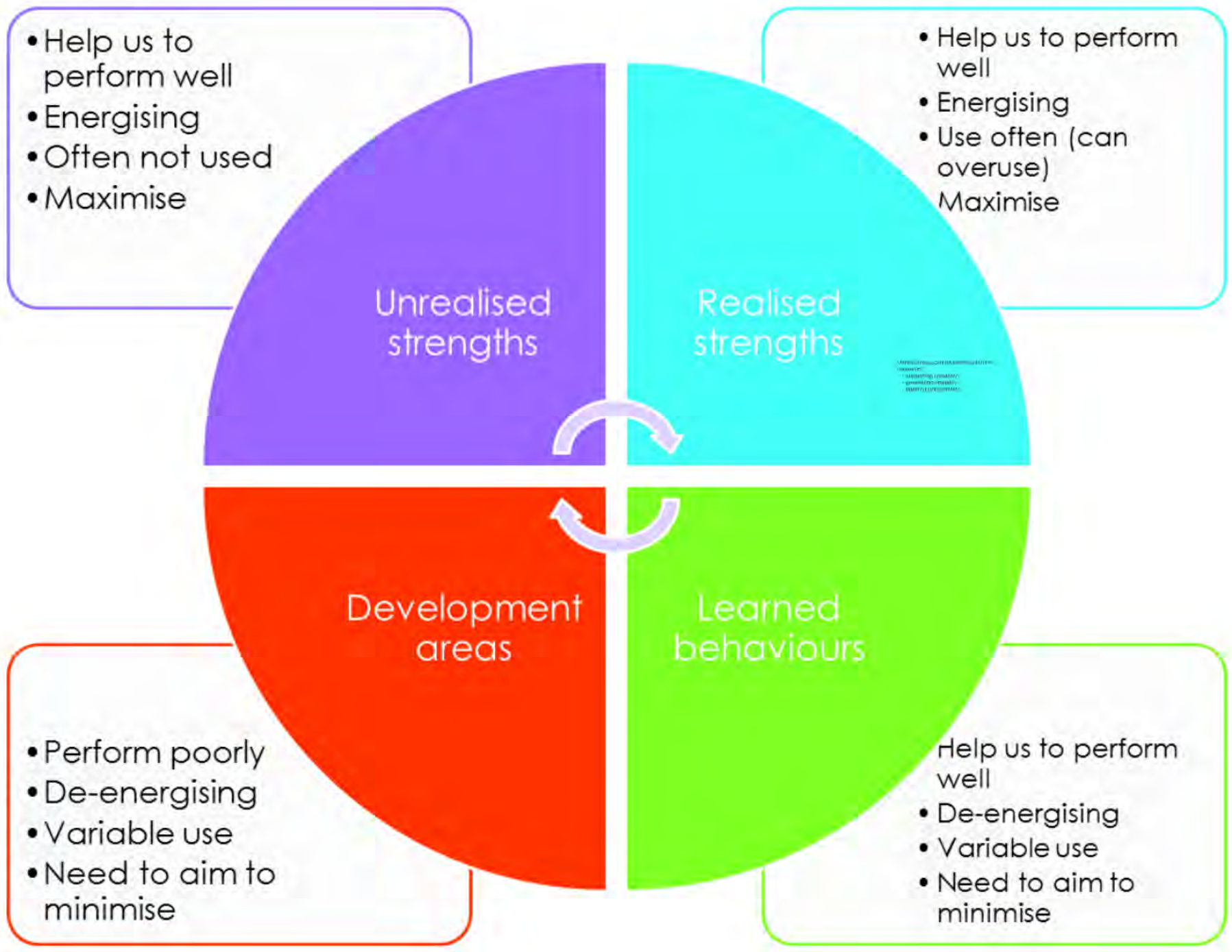
## We should be asking...

- What is still getting you up in the morning (and work) every day?
- What have you always enjoyed most in your job?
- What do you find you still enjoy (when are you motivated/in flow)?
- Is there anything you are struggling with?



# We should be asking...

- What is still getting you up in the morning (and to work) every day?
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- Help us to perform well
- Energising
- Often not used
- Maximise

Unrealised strengths

- Help us to perform well
- Energising
- Use often (can overuse)
- Maximise

Realised strengths

- Perform poorly
- De-energising
- Variable use
- Need to aim to minimise

Development areas

- Help us to perform well
- De-energising
- Variable use
- Need to aim to minimise

Learned behaviours

Mental illness can be beneficial in the context of:

- supporting creativity
- generating empathy
- opening perspectives

# Having the conversation...

*This really, should apply to everyone*

Strengths-based support model

Expectations



## When there is a claim vs. no claim

The aim should be to allow the person to remain at, or return to work as soon as possible.

- Recognise the stigma, risks and challenges...
- Have the same conversations
- Identify the same strengths
- Document!

1. Identify the person's strengths  
2. Identify the person's needs  
3. Identify the person's goals  
4. Identify the person's resources  
5. Identify the person's support network  
6. Identify the person's barriers  
7. Identify the person's risks  
8. Identify the person's challenges  
9. Identify the person's opportunities  
10. Identify the person's potential

1. Raise the concerns in ***behavioural terms***
2. Listen and use reflections to show understanding (don't offer advice)
3. Brainstorm, creatively and collaboratively, some appropriate modifications
4. Discuss confidentiality and team disclosure
5. Keep the conversation going
6. Refer for support (but this shouldn't be your only strategy)



# Consider...

- Role clarity
- Role purpose/meaning
- Decision-making control
- Time pressures
- Relationships
- Exposure to conflict
- Home/work interface
- Scope for ***autonomy, mastery and purpose***

# Is this an opportunity to?

- Train another team member as "back up"
- Review processes and procedures
- Teach other staff higher duties
- Focus on practising a skill
- Review working from home expectations and allowances
- Re-evaluate priorities

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# Ultimately... prevention is better than cure

- Create a culture of "tough love"
- Discuss issues openly
- Watch your language (including around others)
- Monitor the culture behaviourally (i.e. *What emotions do you see colleagues show on a regular basis?*)

**To recap... we want to change...**

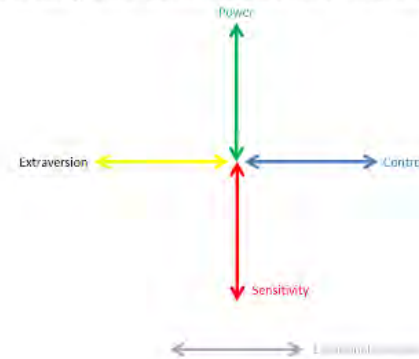
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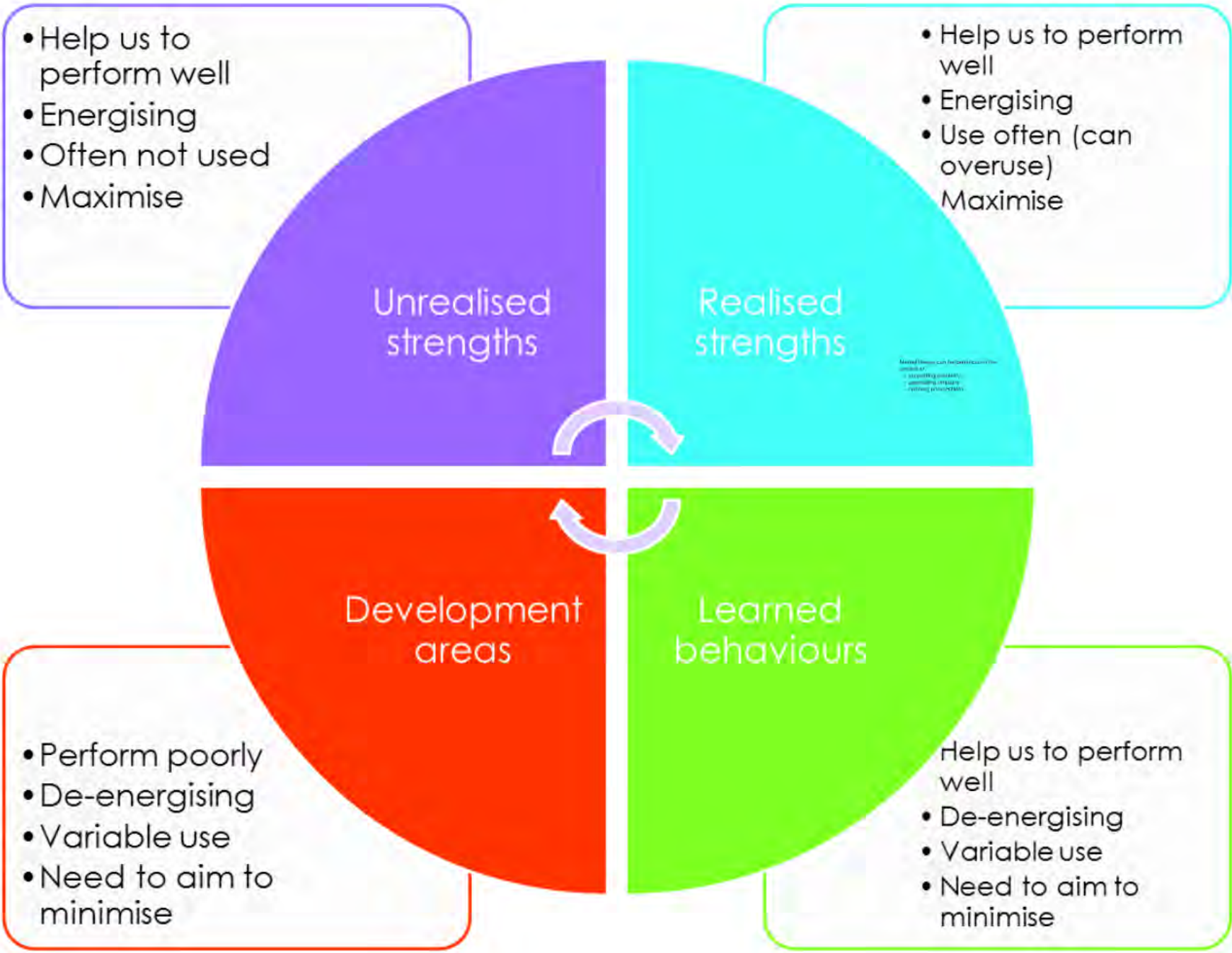


# 3 FACTORS LEAD TO BETTER PERFORMANCE & PERSONAL SATISFACTION...

**AUTONOMY**  
**MASTERY**  
**PURPOSE**



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- Opportunities to interact with customers
  - Team connectedness
  - Challenging work and special projects
  - Interesting tasks





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We find this hard... because it **does** apply to us...

It **is** emotional... it brings up memories and challenges...

But remaining silent is not the solution...

**Keep the conversation going...**

Laura Yazbeck

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