





# Management Practices that Promote Workplace Mental Health



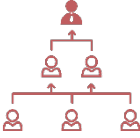



HOW CAN I SUPPORT MY TEAM MEMBERS AS A MANAGER?

MARCH 2024

Social support from immediate supervisors is achieved through management practices that promote active listening, being open to the opinions of others and the availability of immediate supervisors to their staff. This factor relates to the ability of immediate supervisors to support personnel, and the degree to which they treat workers with dignity, politeness and respect.

Social support from immediate supervisors can take many forms: operational, informational and emotional. Presented here are a few courses of action, accompanied by concrete practices, to help managers increase the support they offer their team members.

Courses of action	Concrete practices	Objectives or ideas for other practices
 <p><b>1. Be cognizant of employees' actual workload and tasks</b></p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> I am present on site for most of the week</li> <li><input type="checkbox"/> I observe what is happening on the job and what could affect my team's work</li> <li><input type="checkbox"/> I meet with my team regularly to discuss their work (workload, nature of projects, unforeseen factors, etc.)</li> <li><input type="checkbox"/> I meet with my staff individually to discuss their work</li> </ul>	
 <p><b>2. Solve problems that interfere with work completion</b></p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> I tackle problems as soon as they arise and avoid putting them off until later</li> <li><input type="checkbox"/> I deal with problems rationally, ascertaining the facts and remaining calm</li> <li><input type="checkbox"/> I follow up on problems encountered by the team and keep them informed of progress toward their resolution</li> <li><input type="checkbox"/> I am decisive in my decision making, so as to reduce ambiguity and enable the rapid resolution of problems</li> </ul>	

Courses of action	Concrete practices	Objectives or ideas for other practices
 <p><b>3. Listen to concerns and needs</b></p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> I create conditions that help my staff feel comfortable coming to talk to me (open door, time set aside for individual meetings, open-ended questions, etc.)</li> <li><input type="checkbox"/> When an employee talks to me, I pay full attention (I look at them, avoid looking at my computer or phone, reduce distractions, etc.)</li> <li><input type="checkbox"/> I show empathy by being open, understanding, and nonjudgmental toward what the employee is expressing</li> <li><input type="checkbox"/> I promote cooperative problem solving, so that together we can find the solutions that best meet the employee’s needs, while respecting the needs of colleagues and users, as well as organizational constraints</li> </ul>	
 <p><b>4. Address concerns and needs with senior management</b></p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> I overcome difficulties experienced on the job by tabling them in management meetings</li> <li><input type="checkbox"/> I inform senior management of the conditions required for my staff to perform quality work, and provide justification</li> <li><input type="checkbox"/> I document human and material resource requirements to back up concerns</li> <li><input type="checkbox"/> I alert senior management to unrealistic expectations or objectives</li> <li><input type="checkbox"/> I negotiate more leeway to enable me to better support my staff (being excused from certain committees, reducing my workload, etc.)</li> </ul>	
 <p><b>5. Manage conflicts proactively</b></p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> I take charge of conflictual situations as soon as they are brought to my attention</li> <li><input type="checkbox"/> I meet with the persons concerned to gain an understanding of the situation</li> <li><input type="checkbox"/> I seek adequate support from the human resources department</li> <li><input type="checkbox"/> I investigate the factors at the root of the conflict and establish the conditions needed to resolve it</li> <li><input type="checkbox"/> I follow up regularly to prevent the conflict from flaring up again</li> </ul>	

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