

acas working
for everyone

Supporting Mental Health in the Workplace as a Line Manager

Emma Slaven

Mental Health & Wellbeing
Senior Business Partner



Who are we?



Provide information, advice and training



Encourage people to work together more effectively



Prevent or resolve disputes between employers and their workforce



Settle complaints about employee rights

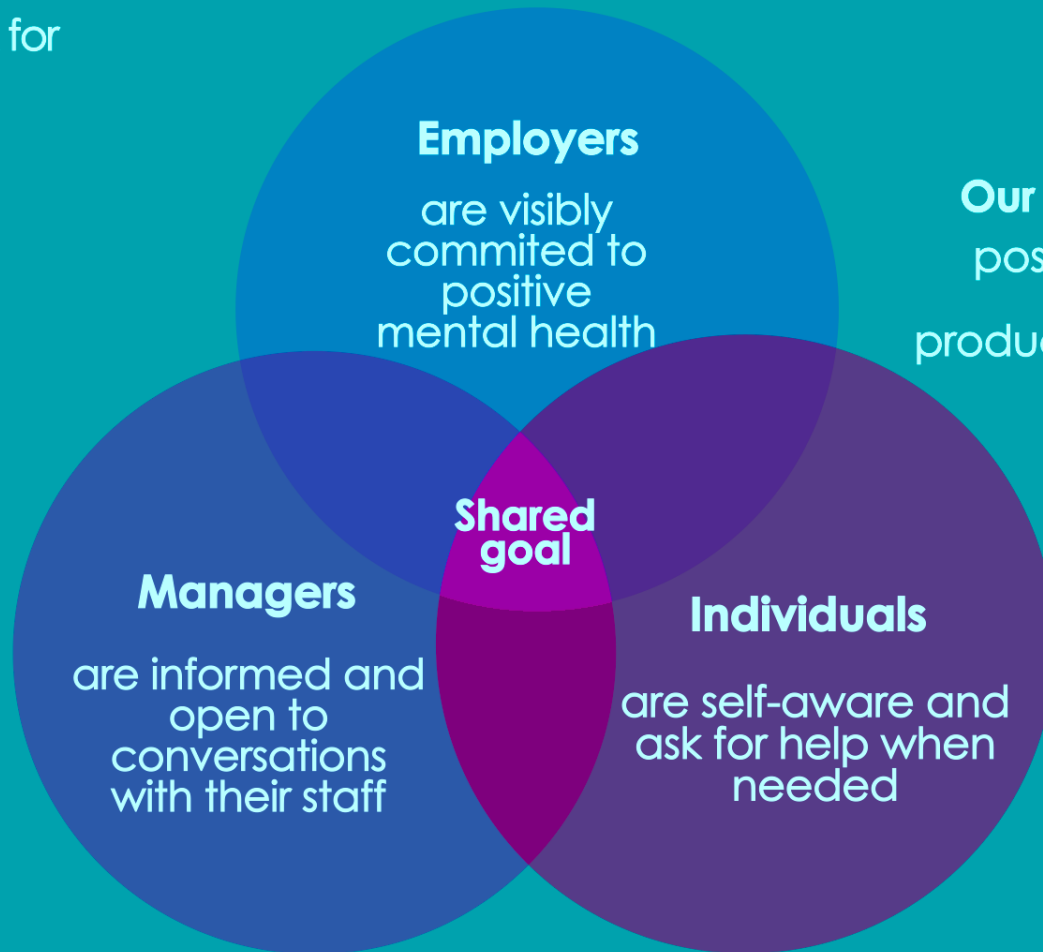


**Up to 15,000
calls to our
helpline a day
during peak of
pandemic**

**1.46 million
website visits
in January 2021**

Acas Framework for Positive Mental Health at Work

Acas framework for positive mental health at work



Our shared goal is:
positive wellbeing and productive workplaces

Employers & organisations

- Lead and embed a wellbeing strategy
- Reduce stigma
- Tackle the causes of workplace stress
- Support and train managers



Supporting and training managers



Line managers



- Build rapport with staff
- Plan work with people in mind
- Have confidence and knowledge in managing mental health
- Handle difficult conversations effectively
- Support work-life balance

- Look after their own wellbeing
- Engage with line managers
- Take notice and support colleagues





In an emergency situation we are told to secure our own safety first before helping others.

Why not help others first?

Acas Framework for Positive Mental Health at Work

Acas framework for positive mental health at work



Our shared goal is:
positive wellbeing
and
productive workplaces

Remote working

Employers
are visibly committed to positive mental health

Redundancy

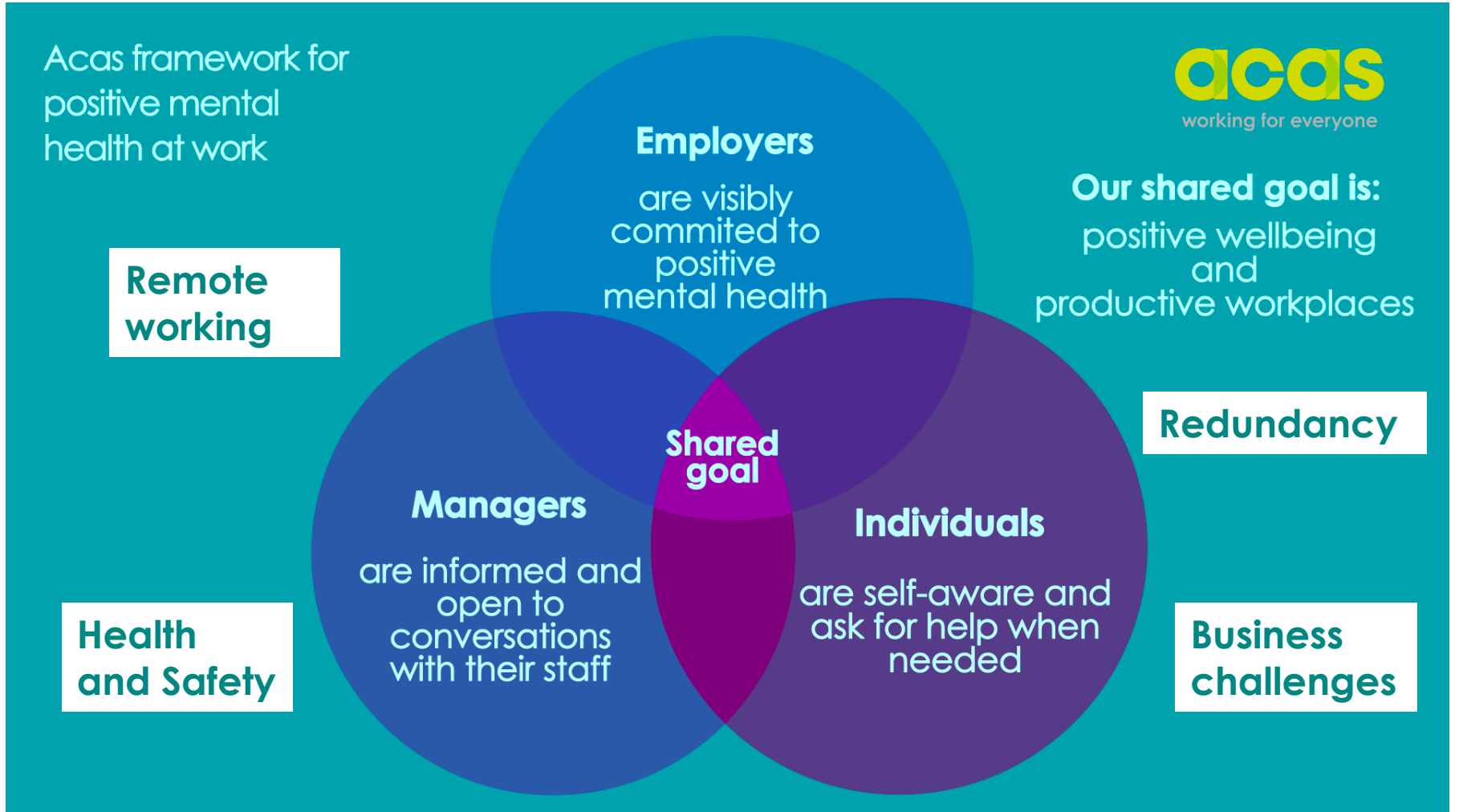
Shared goal

Health and Safety

Managers
are informed and open to conversations with their staff

Individuals
are self-aware and ask for help when needed

Business challenges



Think about a time when you've had...



An ineffective manager:

- Inconsistent
- Unpredictable
- Avoids making difficult decisions
- Gives unclear instructions
- Lacks empathy
- Doesn't give recognition
- Mirco-manages
- Doesn't lead by example

How does it make you feel when you think back to those managers?

Workplace conflict

- Isolated disputes
- Ongoing difficult relationships
- Manager and employee
- Staff will have different values, goals and interest therefore sometimes will conflict arises
- Effective management of conflict can minimise negative impacts

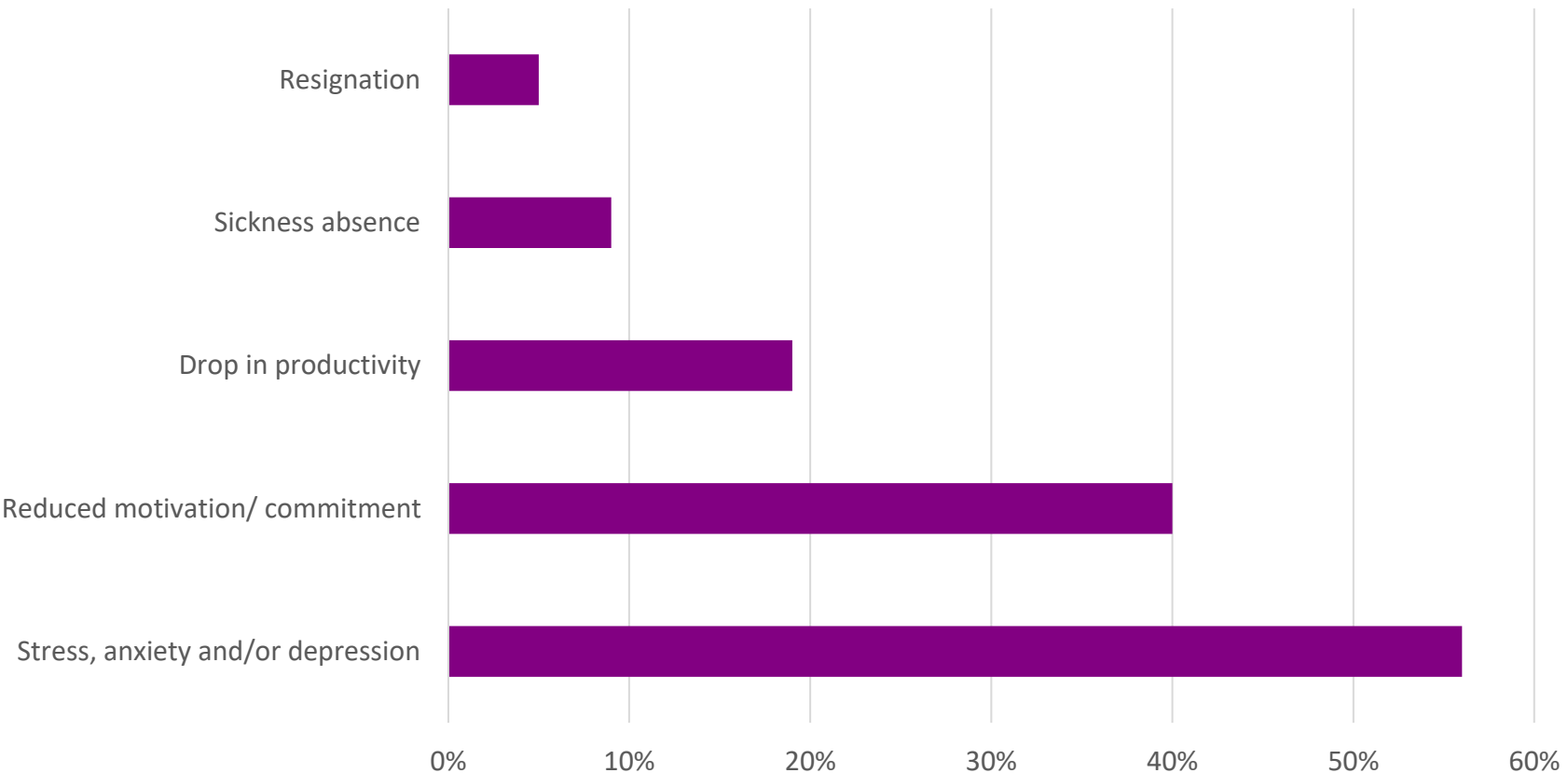


Estimating the costs of workplace conflict



Estimated 9.7 million employees experienced conflict in 2018- 2019

Reported impacts of conflict



- Cost of conflict to UK organisations was £28.5 billion
- Sickness absence related to conflict each year is a cost of £2.2billion
- Vast majority of those who reported stress, anxiety or depression due to conflict continued to work
- Presenteeism has impact on productivity annual cost of £590 million and £2.3billion



- Early intervention
- Ensure processes are dealt with in a timely manner
- Avoid formal processes unnecessarily escalating
- Be mindful of the impact policies have on mental health



- Importance of the role of a line manager in supporting mental health
- Intervening early in conflict and having effective conflict management processes
- Considering the Acas framework for supporting positive mental health in the workplace
- Giving managers confidence, skills and knowledge to support mental health



Further support

**In-company
training**

**Website
[acas.org.uk](https://www.acas.org.uk)**

Advice

**Tools and
templates**

Mediation

**Helpline
0300 123 1100**

E-learning

Conciliation

**Workshops
and projects**