



# Protecting Mental Wellbeing at Work

A Guide for CEOs and their organisations

# Mental wellbeing by design

- Why protecting mental wellbeing is leadership work
- How good work design can protect mental wellbeing
- How to identify risks to mental wellbeing and to redesign work to manage them.

**Mental wellbeing is not a matter of luck but a matter of design. It requires a deliberate effort to control psychosocial risks and build in the protective factors associated with 'good work'.**

**Dr Hillary Bennett**  
Director, Leading Safety

## How to use this guide

This guide will help CEOs and organisations design 'good work' that protects employees and contractors from risks to mental wellbeing that arise in the workplace.

It explains why protecting the mental wellbeing of workers is the leader's work. It identifies work-related factors that can harm, or protect, mental wellbeing at work. It supports organisations to protect workers by increasing 'good work' and reducing 'toxic work'.

This guide provides a *framework* and a *process* that help individual teams and groups within an organisation to discuss and assess how various work-related factors affect their mental wellbeing. These groups/teams can then generate ways to redesign the work to protect and enhance their mental wellbeing. The process can also be completed by leadership teams and key contractors.

The guide is based on extensive international research and good practice. It aligns itself with the principles of good work design that give workers the highest level of protection and enhance wellbeing. The process has been tested with Forum organisations and includes refinements based on member feedback.

Redesigning work can have operational and financial implications that can only be dealt with by senior leaders within an organisation. For that reason, it is highly recommended that the Mental Wellbeing by Design Process should only be undertaken where this initiative has the support of the CEO.



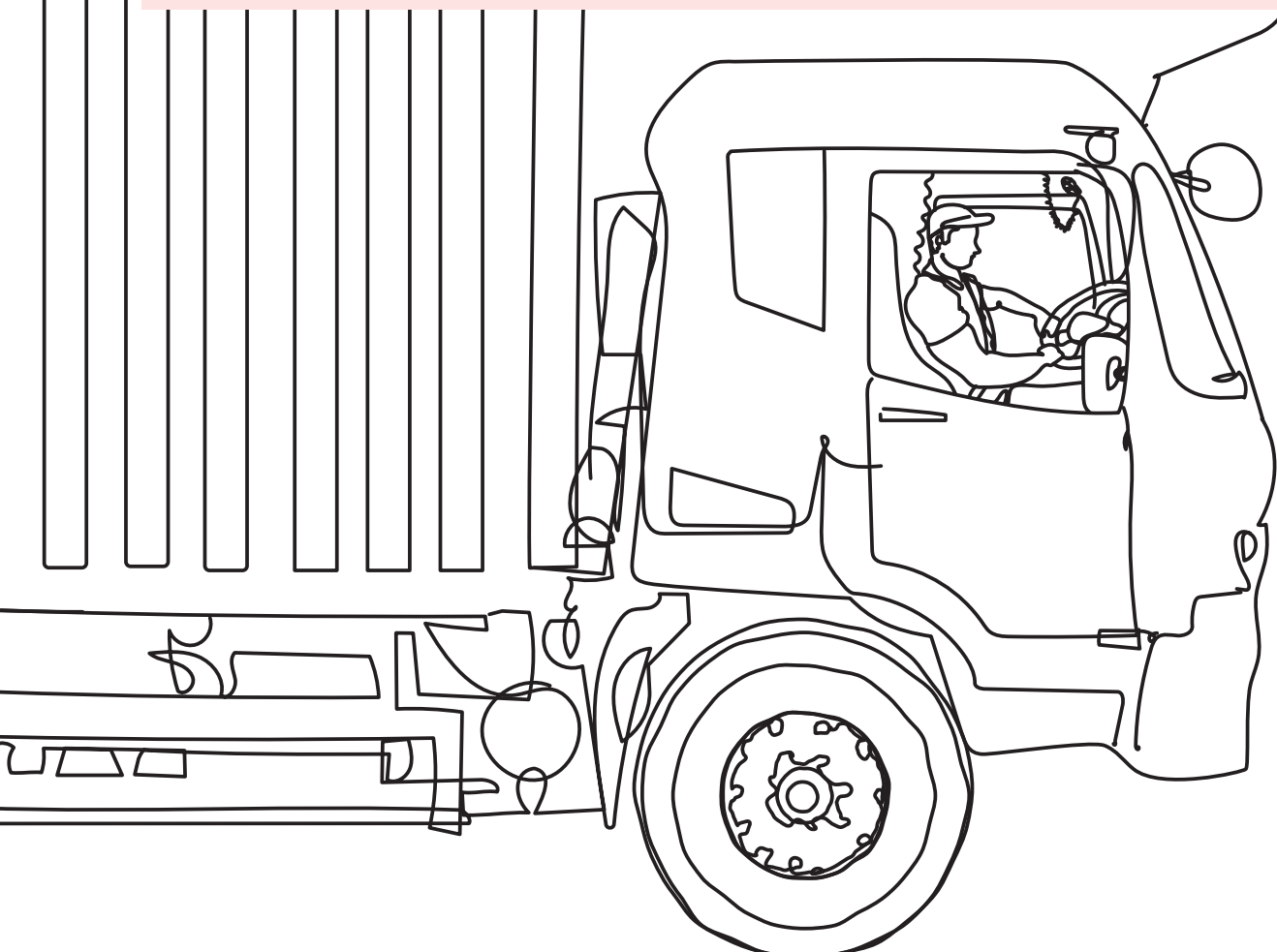
## The problem: Poor work design can make us sick and cost money

### Mental harm is increasing due to modern work practices

- The 2018 Mental Health Foundation survey of 335 New Zealand workplaces found the top three causes of poor mental health at work were high workloads, poor work/life balance and stressful work.
- The 2019 NZ Wellness in the Workplace survey found stress reported by staff had risen 23.5% since 2017. Absenteeism from work-related stress had increased from 6.4% in 2016 to 22.2% in 2018. Heavy workloads were the biggest issue across businesses of all sizes, while personal relationships at work were a key factor for smaller businesses.
- WorkSafe NZ's Segmentation and Insights Programme (2019) found that in the previous 12 months, 20% of respondents had experienced depression, 32% anxiety, and 60% stress.

### Mental harm is costly for individuals and organisations

- According to the 2018 Mental Health and Addiction Inquiry, 50–80% of New Zealanders will experience mental distress and/or addiction in their lives. At any given time, one in five people will be experiencing mental health and addiction challenges.
- According to the 2020 NZ Workplace Barometer, 69.6% of respondents reported an absence from work during the last 12 months due to 'physical or mental health' issues.
- According to UK research, mental health is one of the biggest concerns for employers and is responsible for more sickness absence than any other condition. The situation is likely to be similar here.



# Why CEOs need to focus on protecting people from work-related mental harm

This guide is based on research by health and safety leadership coach and mental wellbeing researcher Dr Hillary Bennett, from Leading Safety.

Dr Bennett's previous work for the Forum found there are four approaches to looking after the mental wellbeing of workers. (See diagram below).

**This guide takes a deep dive into the *Protect* approach.**

## There are four approaches organisations can take to address mental wellbeing at work

Each of the four approaches serves an important purpose.

Using all four approaches enables organisations to meet their legal obligations and also to harness opportunities to help people to thrive at work, not simply survive.

To see more about these approaches download the Mental Health & Wellbeing at Work guide from [forum.org.nz/resources/ceo-guide-mental-wellbeing](https://forum.org.nz/resources/ceo-guide-mental-wellbeing)

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**Obligations**

Use these approaches to prevent harm:

**PROTECT**

Identify risks to mental health and wellbeing.  
Eliminate or minimise at source where practicable,  
and design in protective factors.

**SUPPORT**

Provide access to appropriate workplace and clinical support.

.....

**Opportunities**

Use these approaches to help people thrive:

**FOSTER**

Develop the mental health and wellbeing capability of individuals  
and teams.

**RECLAIM**

Restore the mental health and wellbeing of individuals and teams.





## The *Protect* approach stands out as the one CEOs need to focus on

That is because:

### **CEOs have considerable influence over working conditions that affect mental wellbeing.**

Many things influence a person's mental wellbeing – including things going on at home. CEOs have limited influence over these personal factors. But they do have a strong influence over what a person experiences while they are at work, including whether the conditions they work in are harmful or supportive to their mental wellbeing.

### **The nature of the challenge means it sits with the CEO.**

Protecting wellbeing is an 'adaptive' challenge – not a technical one – and adaptive challenges belong to the CEO. Adaptive challenges are complex. Solving them can involve challenging deeply held beliefs and learning new ways of doing things. That is why CEOs need to lead this important work.

### **It's a core legal duty for CEOs.**

Leaders who allow a toxic workplace culture to emerge are breaching their legal duties under the Health and Safety at Work Act. The duty to protect workers from harm at work sits with those who create the risks – the organisation and its officers. That means understanding and managing risks to mental wellbeing is a critical part of any CEO's role.

## The best way to protect mental wellbeing is through good work design

Organisations can use good work design to protect and enhance mental wellbeing.

Good work design involves deliberately designing in factors that protect the mental wellbeing of workers, and eliminating or minimising harmful factors. The idea is that by identifying and promoting the characteristics of 'good work' we can displace 'not so good work'.

By preventing mental harm, good work design also offers economic benefits from enabling people to thrive and their organisations to succeed.

For these reasons, good work design is the most effective way for CEOs to protect their people from mental harm.

## This guide offers a framework and process to support good work design

To support CEOs and organisations to design good work and protect their people, we have developed the Mental Wellbeing by Design framework and process. These support organisations to understand how work impacts on mental wellbeing, and to explore ways to redesign work to protect mental wellbeing.

# Understanding mental wellbeing and the impact of work

The Mental Wellbeing framework and process are based on some key concepts that are important to understand.

1

## Mental wellbeing operates on a continuum

Mental wellbeing is not one state, rather it is your ongoing state on a continuum ranging from Thriving, to Going OK, to Struggling, to being Unwell.

Unwell | Struggling | Going OK | Thriving



2

## It is dynamic, subjective, universal and holistic

Mental wellbeing differs from conventional safety because it is:

**Dynamic:** It can change from day-to-day. People can move up and down the mental wellbeing continuum in response to circumstances – personal, work, social, and global.

**Subjective:** Different people can perceive, and respond to, the same circumstances in different ways.

**Universal:** As with physical health, everyone has a level of wellbeing every day.

**Holistic:** It incorporates both our work and personal lives.

3

## It is impacted by multiple factors

Many work-related factors have the potential to protect or harm mental wellbeing. These factors can relate to four areas:

**Task:** The nature and demands of the work and how it is organised.

**Individual:** The impact of work on a person and its meaning to them.

**Social:** The relationships and personal connections at work.

**Organisational:** The culture, systems, and employment processes at work.

Work-related factors that can harm mental wellbeing are often referred to as psychosocial risks. Good work design can protect people from these risks and enable them to thrive.





4

### **There is no such thing as a single 'psychosocial risk'**

Too often, mental wellbeing risks are bundled together on the critical risk register as 'psychosocial risk', or 'mental health risks'. As a result, the specific factors that create the potential harm to people's mental wellbeing are buried or lost - such as excessive workload, inflexible work schedules, unsupportive managers etc. This in turn limits an organisation's ability to implement fit-for-purpose controls. Organisations are used to identifying specific risks associated with physical safety hazards (e.g., confined spaces, working at heights). We need the same discipline with risks to mental wellbeing.

5

### **Psychosocial risks are everywhere**

Psychosocial risks are present in all types of work. No job or person is immune to these risks. This is different from physical risks, where risk exposure is specific to particular teams or jobs. For example, office staff are not exposed to confined safety risks, but both operational and head office staff are exposed to various risks to their mental wellbeing.

6

### **Not all work is equal**

Like mental wellbeing, work also exists on a continuum. It can be both a protective and a risk factor when it comes to mental wellbeing. Well-designed work (i.e., 'good work') reduces psychological distress and improves physical health and mental wellbeing. 'Good work' supports people to thrive; 'Decent work' allows people to survive; 'Toxic work' harms mental wellbeing making people unwell.

Toxic Work	Decent Work	Good Work	
Unwell	Struggling	Going OK	Thriving

# The Mental Wellbeing by Design framework

## Toxic Work

Harmed	Harmful Factors, Poor Work Design	Work Areas
<p><b>Individual costs:</b></p> <p>PHYSIOLOGICAL</p> <ul style="list-style-type: none"> <li>e.g. hypertension, coronary heart disease, ulcers, musculoskeletal, weight loss/gain, fatigue, compromised immunity</li> </ul> <p>EMOTIONAL</p> <ul style="list-style-type: none"> <li>e.g. anxiety, PTSD, depression, low self-esteem, self harm, burnout</li> </ul> <p>BEHAVIOURAL</p> <ul style="list-style-type: none"> <li>e.g. drug and alcohol addiction, sleep disorders, aggression, suicide</li> </ul> <p>COGNITIVE</p> <ul style="list-style-type: none"> <li>e.g. poor decision making &amp; problem solving, memory loss, loss of concentration, etc.</li> </ul> <p><b>Organisational costs:</b></p> <ul style="list-style-type: none"> <li>High absenteeism, sick leave &amp; presenteeism</li> <li>Staff turnover</li> <li>Low engagement</li> <li>Increased mistakes</li> <li>Loss of diversity &amp; skills</li> <li>Workplace conflict</li> <li>Injuries</li> <li>Poor reputation</li> </ul>	<ul style="list-style-type: none"> <li>Unacceptable workload</li> <li>Repetitive or unchallenging tasks</li> <li>Hectic work</li> <li>Unrealistic time frames or targets</li> <li>Inadequate or insufficient equipment</li> <li>Understaffed</li> <li>Poor match between skills &amp; work requirements</li> <li>Unclear goals or expectations</li> <li>Lack of autonomy or control of task or pace of work</li> <li>Lack of involvement in decisions</li> <li>Poor physical working conditions</li> </ul>	<p><b>Task</b></p>
	<ul style="list-style-type: none"> <li>Work lacks meaning or purpose</li> <li>Underuse of current competencies</li> <li>Lack of learning opportunities</li> <li>Lack of internal progression opportunities</li> <li>Inflexible work schedules</li> <li>Inadequate rest or recovery time</li> <li>Poor work-life balance</li> </ul>	<p><b>Individual</b></p>
	<ul style="list-style-type: none"> <li>Difficult or destructive work relations</li> <li>Threatening, harassing, or bullying work relations</li> <li>Irregular or unsocial working hours</li> <li>Unsupportive leaders or colleagues</li> <li>Inadequate or ambiguous communication</li> <li>Lack of appreciation or recognition</li> <li>Unclear or conflicting roles</li> </ul>	<p><b>Social</b></p>
	<ul style="list-style-type: none"> <li>Leaders undervalue wellbeing</li> <li>Lack of, or unclear, wellbeing policy</li> <li>Lack of psychological safety</li> <li>Discrimination or undervaluing diversity</li> <li>Inappropriate (under or over) monitoring of work</li> <li>Imbalance of effort &amp; reward</li> <li>Unfair or inconsistent treatment</li> <li>Unacceptable rate of change</li> <li>Lack of job security</li> <li>Discriminatory contract arrangements or pay</li> </ul>	<p><b>Organisational</b></p>



This framework explains the link between mental wellbeing and work design. It identifies factors that can harm mental wellbeing/are associated with toxic work, and factors that can protect mental wellbeing/are associated with good work. These factors are grouped into four work areas. The framework also shows the benefits/costs to business and individuals from good/toxic work.

## Good Work

### Protective Factors, Good Work Design

### Thriving

The nature and demands of the work and how it is organised

- Acceptable workload
- Variable, challenging tasks
- Well-paced work
- Realistic timeframes & targets
- Adequate, sufficient equipment
- Adequately staffed
- Good match between skills & work requirements
- Clear goals & expectations
- Autonomy & control of task or pace of work
- Appropriate involvement in decisions
- Good physical working conditions

#### Individual benefits:

##### PHYSIOLOGICAL

- e.g. no work-related illnesses or current illnesses exacerbated by work

##### EMOTIONAL

- e.g. feeling valued, personal growth, positive attitude, & engagement
- Behavioural
- e.g. collaborative working relationships, self care

##### COGNITIVE

- e.g. good decision making & problem solving, task focus

#### Organisational benefits:

- Higher productivity
- Engaged workers
- Inclusive, diverse psychologically safe culture
- Experimentation & innovation
- Reputation as a 'good employer'
- Flexibility and adaptation

The impact of work on a person and its meaning to them

- Work has meaning & purpose
- Good use of current competencies
- Varied learning opportunities
- Good internal progression opportunities
- Flexible work schedules
- Adequate rest & recovery time
- Good work-life balance

Relationships and personal connections at work

- Positive, respectful work relations
- Non-threatening, supportive work relations
- Regular, social working hours
- Supportive leaders & colleagues
- Clear & transparent communication
- Meaningful appreciation & recognition
- Clear, distinct roles

The culture, systems, and employment processes at work

- Leaders value wellbeing
- Clear, communicated wellbeing policy
- Psychological safety
- Inclusion & valuing of diversity
- Appropriate monitoring of work
- Balance of effort & reward
- Fair & consistent treatment
- Acceptable rate of change
- Job security
- Fair contractual arrangements & pay

# Mental Wellbeing by Design process

## Facilitating the process

This process helps organisations identify things in the workplace that can harm or protect people's mental wellbeing. It supports them to come up with ideas for redesigning the work to reduce harmful factors and to increase the protective ones.

### Introduction

- Run the process as a facilitated workshop, ideally allowing 3.5-4 hours.
- It is important that the people involved in the workshop do similar work/work under similar conditions. (e.g., the warehouse team, the sales teams, the night shift operators, etc.). That is because risks to mental wellbeing can vary across operations and functions.
- Working conditions can change over time due to peaks and troughs in activity that can affect people's mental wellbeing. So, it is important to run the process at these different times (or as close to them as is possible).
- Start by explaining the purpose of the process to the group, including the benefits and how their insights will be used. Use the information on page 4 and the Model on page 5 to provide context about Mental Wellbeing – including that is dynamic, subjective, universal, and holistic.
- Explain how the assessment process works. This includes that the group is being asked to discuss and assess the extent to which various aspects of their work is harming or protecting their mental wellbeing. Then to use the insights to come up with ideas for improving the way the work is designed, organised and managed. Use the Model on page 5 to explain the link between harmful factors/ toxic work and protective factors/ good work.



Allow about 15 minutes for this introduction

### Discussion and assessment

Begin the discussion and assessment, starting with the Task work area. Ask the group to discuss each aspect of the Task area, as described by the contrasting pairs. Ask them to use the contrasting pairs to collectively rate the extent to which this aspect is currently harming or protecting their mental wellbeing. They do this using a 10-point scale from 1 (very harmful) to 10 (very protective). Alternatively, each individual can work through the descriptions and make their own assessment. Then the group can discuss the individual perspectives and collectively come up with a rating.



Allow about 20 minutes for this discussion and assessment.

- Ask the group to discuss all their ratings under the Task heading and to decide whether overall the Task area could be described as Toxic, Decent or Good Work. Remind them that toxic work is work that significantly harms people's wellbeing, good work supports the wellbeing of people and decent work is somewhere in the middle.
- Then ask the group to identify the one or two most harmful risks related to the Task area. These are recorded in the Action section of the workbook.



Allow 10 minutes for this.

- Repeat this process for the other three areas of work: Individual, Social, and Organisational.
- Give the group 30 minutes to discuss and assess each area of work.



Allow 90 minutes in total for the other three areas of work.

### Ideas for improvement

- Next ask the group to undertake the second part of the process. Ask them to use the results of their assessment of all four work areas to identify the key risks to their mental wellbeing and what can be done to eliminate them. Then ask them to identify key factors that protect their wellbeing and what can be done to maintain this protection.



Allow 60 minutes.

### Conclusion

- Conclude the process with a short debrief on what will happen to the ideas and information they have come up with. If you have time, you might want to invite people to comment on how they found the process or give them a chance to comment through a paper or digital feedback form.



Allow 15 minutes for the debrief.

# Workbook



This workbook helps people take part in a Mental Wellbeing by Design Process. It explains the purpose of the process, and the benefits. It helps your team discuss the work it does and how this affects their mental wellbeing. It also helps you identify ways to improve the work.

## The benefits: Protecting people's mental wellbeing by creating 'good work'

There are things at work that can harm, or protect, people's mental wellbeing. Things that protect mental wellbeing help create 'good work' while things that harm wellbeing can create 'toxic work'.

The Mental Wellbeing by Design Process will help you identify things in your workplace that harm or protect people.

You and your workmates can then come up with ideas for redesigning the work to reduce the harmful things and increase the protective ones.

Note, a lot of things can affect someone's mental wellbeing, including things outside of work. This process, however, just focuses on things that happen within the workplace.

## The process: how it works

You work through the process with a group of people working in the same job or team as you, as it is important that you all have a good understanding of the work.

### Step 1

Use this workbook to discuss and assess the extent to which various things at work harm or protect the mental wellbeing of the group.

#### Completing the assessment process

On one side of the workbook on the next page there is a list of things that are known to protect mental wellbeing at work. On the other side is a contrasting list of things known to harm wellbeing at work.

The list is broken into four areas:

**Task:** The nature and demands of the work and how it is organised.

**Individual:** The impact of work on a person and its meaning to them.

**Social:** The relationships and personal connections at work.

**Organisational:** The culture, systems, and employment processes at work.

Starting with the *Task* area, the group discusses each pair of contrasting descriptions. Then together they agree a rating for how this currently (i.e. over the last month) affecting their mental wellbeing. They do this rating using a scale from 1 (very harmful) to 10 (very protective). Alternatively, each person can do their own assessment, then the group can discuss these before coming up with a collective rating.

Next, the group discusses all their ratings for the *Task* area and decides whether the *Task* area could be described as Toxic, Decent or Good Work.

**Toxic work** is work that significantly harms people's wellbeing.

**Good work** is work that supports the wellbeing of people.

**Decent work** is somewhere in the middle.

Then the group identifies the one or two most harmful risks related to the *Task* area. These are recorded on the Action page at the back of the workbook.

This discussion and assessment process is repeated for the other three areas of work: *Individual*, *Social*, and *Organisational*.

### Step 2

Use the insights from your discussion to come up with ideas for dealing with harmful things, while keeping the protective ones.

#### Ideas for actions

Once the discussion and assessment are completed the group then uses the results to identify:

1. Key risks to their mental wellbeing and what can be done to eliminate or minimise them.
2. Things that are protecting their wellbeing and what can be done to maintain this protection.

## Mental Wellbeing by Design Process — Ratings

Name of operational or functional group:

### Task

Rate the extent to which the factors below are harming or protecting the mental wellbeing of people in your work area. 1 = Very harmful and 10 = Very protective.

Harming Factors	1	2	3	4	5	6	7	8	9	10	Protective Factors
Unacceptable workload											Acceptable workload
Repetitive or unchallenging tasks											Variable, challenging tasks
Hectic work											Well-paced work
Unrealistic time frames or targets											Realistic timeframes & targets
Inadequate or insufficient equipment											Adequate, sufficient equipment
Understaffed											Adequately staffed
Poor match between skills & work requirements											Good match between skills & work requirements
Unclear goals or expectations											Clear goals & expectations
Lack of autonomy or control of task or pace of work											Autonomy & control of task or pace of work
Lack of involvement in decisions											Appropriate involvement in decisions
Poor physical working conditions											Good physical working conditions
Add other harming factors relevant to the task:											Add other protective factors relevant to the task:

Considering your ratings above, circle the extent to which this reflects toxic, decent or good work.

**Overall Task Assessment:**

Toxic

Decent

Good

### Individual

Rate the extent to which the factors below are harming or protecting the mental wellbeing of people in your work area. 1 = Very harmful and 10 = Very protective.

Harming Factors	1	2	3	4	5	6	7	8	9	10	Protective Factors
Work lacks meaning or purpose											Work has meaning & purpose
Underuse of current competencies											Good use of current competencies
Lack of learning opportunities											Varied learning opportunities
Lack of internal progression opportunities											Good internal progression opportunities
Inflexible work schedules											Flexible work schedules
Inadequate rest or recovery time											Adequate rest & recovery time
Poor work-life balance											Good work-life balance
Add other harming factors relevant to the individual:											Add other protective factors relevant to the individual:

Considering your ratings above, circle the extent to which this reflects toxic, decent or good work.

**Overall Task Assessment:**

Toxic

Decent

Good

## Social

Rate the extent to which the factors below are harming or protecting the mental wellbeing of people in your work area. 1 = Very harmful and 10 = Very protective.

Harming Factors	1	2	3	4	5	6	7	8	9	10	Protective Factors
Difficult or destructive work relations											Positive, respectful work relations
Threatening, harassing, or bullying work relations											Non-threatening, supportive work relations
Irregular or unsocial working hours											Regular, social working hours
Unsupportive leaders or colleagues											Supportive leaders & colleagues
Inadequate or ambiguous communication											Clear & transparent communication
Lack of appreciation or recognition											Meaningful appreciation & recognition
Unclear or conflicting roles											Clear, distinct roles
Add other harming factors relevant to social aspects of your work:											Add other protective factors relevant to social aspect of work:

Considering your ratings above, circle the extent to which this reflects toxic, decent or good work.

**Overall Task Assessment:**

Toxic

Decent

Good

## Organisational

Rate the extent to which the factors below are harming or protecting the mental wellbeing of people in your work area. 1 = Very harmful and 10 = Very protective.

Harming Factors	1	2	3	4	5	6	7	8	9	10	Protective Factors
Leaders undervalue wellbeing											Leaders value wellbeing
Lack of, or unclear, wellbeing policy											Clear, communicated wellbeing policy
Lack of psychological safety											Psychological safety
Discrimination or undervaluing diversity											Inclusion & valuing of diversity
Inappropriate (under or over) monitoring of work											Appropriate monitoring of work
Imbalance of effort & reward											Balance of effort & reward
Unfair or inconsistent treatment											Fair & consistent treatment
Unacceptable rate of change											Acceptable rate of change
Lack of job security											Job security
Discriminatory contract arrangements or pay											Fair contractual arrangements & pay
Add other harming factors relevant to the organisation aspects of your work:											Add other protective factors relevant to the organisation aspects of work:

Considering your ratings above, circle the extent to which this reflects toxic, decent or good work.

**Overall Task Assessment:**

Toxic

Decent

Good

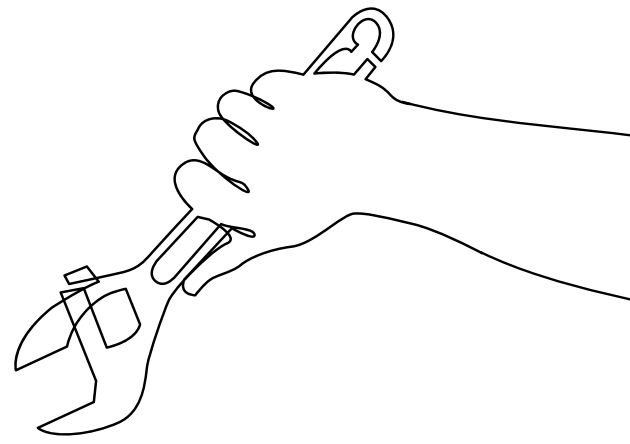
## Mental Wellbeing by Design Process — Actions

Group: \_\_\_\_\_

Using the insights gathered from the Mental Wellbeing by Design Assessment ratings, identify:

- The key risks to mental wellbeing and what can be done to eliminate or minimise these risks
- The key aspects of the work that are protecting wellbeing and what can be done to maintain or strengthen this protection.

	Harming Mental Wellbeing	Protecting Mental Wellbeing
<b>Task</b>	Significant harmful risks:	Significant protective factors:
	Actions to eliminate or minimise the risk:	Actions to maintain the protection:
<b>Individual</b>	Significant harmful risks:	Significant protective factors:
	Actions to eliminate or minimise the risk:	Actions to maintain the protection:
<b>Social</b>	Significant harmful risks:	Significant protective factors:
	Actions to eliminate or minimise the risk:	Actions to maintain the protection:
<b>Organisational</b>	Significant harmful risks:	Significant protective factors:
	Actions to eliminate or minimise the risk:	Actions to maintain the protection:



# What could prevent this process from working?

If a CEO seriously wants to do this design work, they need to ensure there is a supportive context.

Asking people to come up with ideas for redesigning their work to protect mental wellbeing can have operational or financial implications. For that reason, it is recommended that the Mental Wellbeing by Design Process should only be undertaken where this initiative is supported by the CEO and/or senior leaders.

Protecting mental wellbeing is an adaptive challenge, it is not easy work. There are broader contextual factors leaders need to pay attention to if they want this process to succeed. The process requires a level of 'psychological safety' so participants will feel comfortable being honest about conditions in their workplaces.

Below is a list of factors that can hinder CEOs and organisations from getting to grips with the challenge of protecting mental wellbeing. CEOs should complete the check list themselves, and also with their leadership teams. The leadership team can then reflect on what mindsets and practices could be holding them back.

To what extent are the following an issue in your organisation	Not at All	Somewhat	Very much
1. A lack of understanding of, and risks to, mental wellbeing			
2. Risks to wellbeing seen to arise from people's personal lives not their work, and so not the responsibility of the organisation			
3. Sensitivity to, and reluctance to talk about, mental wellbeing			
4. Managers and workers view the risks to mental wellbeing at work differently			
5. Risks to mental wellbeing seen to be inherent to the work and therefore not able to be changed			
6. People involved in identifying the risks not being involved in developing the solutions			
7. People developing the solutions not having the decision-making authority to implement the required changes			
8. Workers fearful that their confidentiality will be compromised and that any subsequent changes to the work may result in redundancies			
9. Leaders concern that interventions for managing risks to mental wellbeing will be expensive, complex and require high-level expertise			
10. Leaders reluctance to engage in meaningful work design			

**Any issue where you have ticked Somewhat or Very much needs to be addressed to support your efforts to design for mental wellbeing.**



**The success of psychosocial risk management depends on commitment from all levels and functions of the organisation, especially top management.**

**The Psychological Health and Safety at Work Managing Psychosocial Risk Guidelines.**  
(ISO/DIS 45003):2020.

## Key References

*Occupational health and safety management – Psychological health and safety at work: managing psychosocial risks – Guidelines* (ISO/FDIS 45003)  
[www.iso.org/standard/64283.html](http://www.iso.org/standard/64283.html)

*Principles of Good Work Design – WorkSafe Australia*  
[www.safeworkaustralia.gov.au/good-work-design](http://www.safeworkaustralia.gov.au/good-work-design)

*CEO Guide to Mental Health and Wellbeing at Work*  
<https://forum.org.nz/resources/ceo-guide-mental-wellbeing>

*Psychosocial Risks: A wicked challenge – Dr Hillary Bennett, Director at Leading Safety*  
<https://forum.org.nz/resources/protecting-mental-wellbeing>

## About the Forum

The Business Leaders' Health and Safety Forum inspires and supports its members to become more effective leaders on health and safety. The Forum has more than 350 members, who are Chief Executives or Managing Directors of significant New Zealand companies.

Contact us [info@forum.org.nz](mailto:info@forum.org.nz) or find out more at: [www.forum.org.nz](http://www.forum.org.nz)

## About Leading Safety

Dr Hillary Bennett is a Director of Leading Safety, a consultancy specialising in the leadership of safety and wellbeing, and the assessment and development of safety and wellbeing culture. Hillary is a registered psychologist and has 38 years' experience in consulting to organisations, both large and small, in the private and public sector, in New Zealand and overseas. In 2019, she received the SafeGuard Lifetime achievement award for her pioneering work in health and safety leadership and in the forestry sector in New Zealand. She is the Oceania Regional Representative for the ISO/Technical Committee 283 Occupational Health and Safety Management.

Contact Dr Hillary Bennett  
[hillary@leadingsafety.co.nz](mailto:hillary@leadingsafety.co.nz)  
+64 274514001

[www.leadingsafety.co.nz](http://www.leadingsafety.co.nz)

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