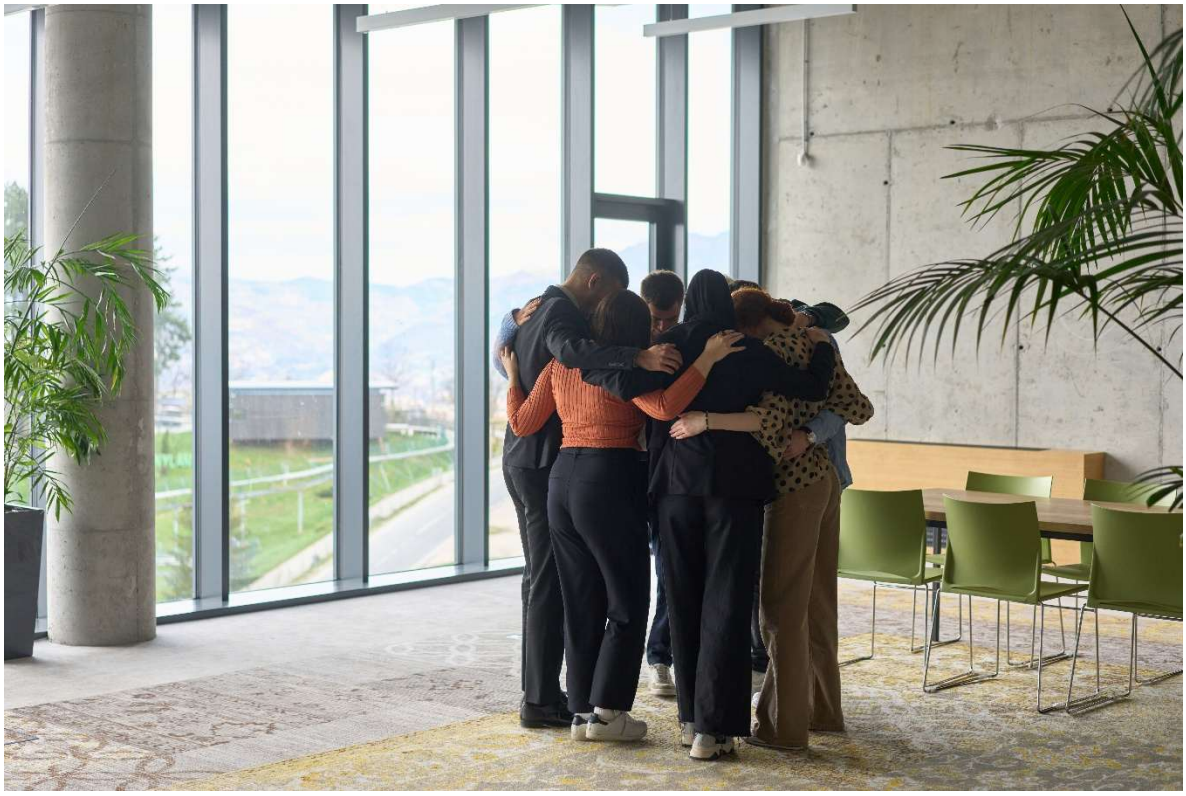
IV. Workplace Culture



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4.1. Creating a Supportive Workplace Culture

A supportive workplace culture is built through everyday behaviours, shared values, and organisational practices that make employees feel respected, included, and able to contribute.

For Generation Z employees entering professional life, workplace culture can play an important role in shaping their sense of belonging, confidence, and willingness to participate. The workplace is not just a place to perform tasks, but a relational ecosystem that must rest on a solid foundation of trust and respect.

However, a supportive culture benefits employees of all generations.

What Makes a Workplace Culture Supportive?

Building a culture of mutual support is not an abstract initiative, but a practical goal achieved through three fundamental pillars:

1. Psychological Safety – Feeling Safe to Speak Up

Psychological safety means creating an environment where employees can express ideas, ask questions, raise concerns, or acknowledge mistakes without fear of humiliation, ridicule, or unfair punishment.

For Generation Z employees entering professional life, this is particularly important. When mistakes are treated as opportunities for learning rather than reasons for blame, young professionals can develop greater confidence, participate more actively, and contribute new ideas.

Example: Following a project setback, a manager encourages the team to discuss what happened, identify lessons learned, and explore improvements rather than searching for someone to blame.

2. Open Communication – Building Trust Through Transparency

Open communication means breaking down information silos and encouraging a two-way flow of information across the organization.

Managers should communicate not only goals and achievements, but also challenges, changes, and the reasons behind organizational decisions. Honest dialogue helps employees understand the broader context of their work and feel that they are valued members of the organization.

For Generation Z, transparent communication can be especially valuable when adapting to workplace expectations and building trust in leadership.

Example: Before introducing a significant organizational change, a manager explains the reasons behind the decision, invites questions, and provides opportunities for employees to express their concerns.

3. Inclusion and Diversity – Creating a Sense of Belonging

A supportive workplace recognizes and values differences in employees' backgrounds, experiences, perspectives, and ways of thinking.

For Generation Z, fairness, equal opportunities, and respect for diversity can be particularly important aspects of workplace culture. Inclusion is not simply an ethical commitment; it can also strengthen collaboration, creativity, and organizational performance.

Employees who feel respected and accepted are more likely to share their perspectives, contribute their abilities, and participate fully in team activities.

Example: During team discussions, a manager ensures that all employees, including younger or less experienced colleagues, have opportunities to contribute and that different viewpoints are considered respectfully.

From Values to Everyday Workplace Culture

Psychological safety, open communication, and inclusion reinforce one another. Together, they create the foundation for a workplace where employees feel respected, connected, and confident in contributing to shared goals.

However, a supportive culture cannot be established through formal policies alone. It develops through everyday behavior — when managers lead by example, acknowledge their own mistakes, listen actively, and consistently demonstrate respect for others.

Why Does a Supportive Workplace Culture Matter?

Creating a supportive workplace culture is more than an exercise in good manners or positive workplace relationships. It can directly influence employee engagement, collaboration, conflict management, and staff retention.

For Generation Z, who often place considerable importance on respect, inclusion, and meaningful participation, these factors can be particularly relevant when choosing an employer and deciding whether to remain with an organization.

Key Benefits for Employees and Employers

Benefit	How a Supportive Culture Makes a Difference
Higher Employee Engagement	When employees feel that their voices matter and their contributions are valued, they are more likely to take initiative, share ideas, and participate actively in organizational activities.
Stronger Team Collaboration	Psychological safety and mutual respect encourage employees to exchange knowledge, cooperate across roles, and contribute to shared goals.
More Constructive Conflict Resolution	Open communication helps teams address disagreements through dialogue and problem-solving rather than personal confrontation, avoidance, or unresolved tensions.
Improved Employee Retention	Employees who experience fairness, inclusion, and supportive relationships may be more likely to remain with their organization, reducing avoidable turnover and the costs associated with recruitment and onboarding.

Beyond Workplace Perks: What Makes Employees Stay?

Organizations sometimes focus on additional benefits, such as recreational facilities, social events, or free refreshments, to attract and retain young talent. While these initiatives can contribute to a positive employee experience, they cannot compensate for a workplace culture characterized by mistrust, exclusion, or poor communication.

For Generation Z, feeling psychologically safe, respected, included, and informed about organizational decisions can be more meaningful than superficial workplace perks.

A supportive culture is therefore not simply an employee benefit. It is an important organizational asset that can strengthen trust, engagement, and long-term collaboration.

Building a Supportive Culture in Everyday Practice

A supportive workplace culture develops through consistent everyday actions. Generation Z employees often value managers who demonstrate authenticity, fairness, and openness rather than relying solely on formal authority.

Managers can strengthen this culture through three practical approaches:

1. Involve Employees in Decision-Making

Explain the reasons behind decisions and invite employees to share their perspectives, particularly when changes affect their daily work. Even when the final decision rests with management, meaningful consultation helps build trust and ownership.

2. Make Inclusion and Diversity Part of Everyday Practice

Move beyond formal commitments to inclusion. Use inclusive language, ensure fair and transparent opportunities for development and promotion, and actively address discriminatory or exclusionary behavior. Avoid *social washing* — promoting inclusive values without putting them into practice.

3. Encourage Active Listening and Participation

Create regular opportunities for employees to express ideas, concerns, and feedback. Short weekly or fortnightly one-to-one meetings can help managers identify emerging difficulties, offer support, and strengthen relationships before problems escalate.

The Manager's Role: From Controller to Facilitator

For Generation Z, an effective manager is not simply a *boss who controls*, but a mentor who facilitates collaboration, removes obstacles, and creates opportunities for everyone to contribute. Empathetic listening and consistent behavior are essential to building this trust.

How Microsoft Helps New Employees Feel They Belong

Starting a new job can be exciting but also overwhelming. Beyond learning new tasks, young employees need to understand how the organization works, build relationships, and feel comfortable asking for help.

Good Practice: Microsoft and the Growth Mindset approach

Microsoft offers an interesting example of how organizations can make this transition easier. Its culture, shaped by the *Growth Mindset* approach promoted by CEO Satya Nadella, emphasizes continuous learning, collaboration, and learning from mistakes.

The Buddy System – A Friendly Face from Day One

Microsoft's onboarding approach includes pairing new employees with an experienced colleague, known as a *buddy*. Unlike a manager, the buddy provides informal guidance:

answering everyday questions, explaining unwritten workplace rules, introducing colleagues, and helping newcomers navigate the organization.

This personal connection can reduce uncertainty during the first months and help new employees feel that they belong.

Microsoft's research also highlights the practical value of this approach. Among new hires who met their onboarding buddy at least once during their first 90 days, 56% reported that the contact helped them become productive more quickly. The figure rose to 97% among those who met their buddy more than eight times.

Employee Resource Groups – Finding a Community at Work

Microsoft also supports Employee Resource Groups (ERGs) — employee-led communities that bring colleagues together around shared experiences, identities, and interests.

These groups create opportunities for connection, mutual support, and participation beyond immediate work teams. Alongside other community-building activities, they can strengthen inclusion and help employees develop relationships across the organization.

What Can Managers Learn?

A welcoming workplace is not created simply by providing a laptop, an induction program, and a list of tasks.

Even smaller organizations can apply the same principles: assign a supportive colleague to each newcomer, encourage informal connections, and create opportunities for employees to feel part of a community.

The key lesson: Successful onboarding is not only about helping people understand their jobs. It is also about helping them feel connected, supported, and included.

Sources:

- Microsoft WorkLab, *Strategies for Onboarding in a Hybrid World*. Strategies for Onboarding in a Hybrid World
- Microsoft, *Global Diversity & Inclusion Report 2023*. Microsoft Global Diversity & Inclusion Report 2023
- Microsoft, *Strengthening Our Culture of Inclusion* (2017). Strengthening our culture of inclusion - The Official Microsoft Blog

Practical Guide for Managers: Three Simple Tools for Building a Supportive Team Culture

For managers, the real work begins when organizational values are transformed into daily habits. The following three ready-to-use tools help translate psychological safety, open communication, and inclusion into everyday management practice.

Tool 1: The "Empathetic 1-to-1 Canvas" – Listen Before You Lead

When: 20 minutes every one or two weeks.

A one-to-one conversation should not be another project status meeting. It should provide a supportive space where employees can discuss workplace challenges, share concerns, and identify the support they need.

Time	Focus	Questions to Ask
5 min.	Breaking the ice - focus on the person	"How has your working week been?", "Is there anything you would like to talk about?" *Objective:* Understand the employee's state of mind.
10 min.	Listen and offer support	"How manageable is your workload?", "Are there any obstacles I could help you remove?" *Objective:* Identify obstacles and demonstrate support.
5 min.	Exchange feedback	"What could I do differently to support you better?", "What would be a useful next step?" *Objective:* Value ideas and define the next steps.

Remember: Listen without judgement, respect personal boundaries, and agree on one practical next step where needed. Employees should never feel obliged to disclose personal or health-related information.

Tool 2: The Checklist for Engaging Decisions

Generation Z employees often want to understand the reasons behind organisational decisions and have opportunities to contribute their perspectives. Before launching a new project or communicating a significant change, use this checklist to encourage meaningful participation.

Phase	Practical Action for the Manager	Verified (Yes/No)
Share the Context	Have I clearly explained *why* this decision is necessary?	

Invite Ideas	Have employees had a meaningful opportunity to contribute, for example through a brainstorming session or feedback discussion?	
Close the feedback loop	Have I explained which of their suggestions were considered and why? Have I addressed the concerns raised?	
Be transparent	Have I acknowledged potential difficulties, risks, and limitations?	

Remember: Involving employees does not mean that every suggestion must be adopted. What matters is that their views are genuinely considered and that decisions are explained transparently.

Tool 3: The "Inclusion Thermometer" – Make Sure Everyone Belongs

Inclusion is more than a statement of values. Managers can use three simple practices to ensure that it is reflected in everyday team interactions.

1. **The "Round Table" Rule**

During meetings, invite contributions from everyone, especially colleagues who may be less confident about speaking up. Allow employees to share ideas in writing as well, so that participation does not depend solely on who speaks most readily.

2. **The Anonymous Suggestion Box**

Provide a channel through which employees can raise concerns about exclusion, disrespectful language, or barriers to participation without identifying themselves.

Explain how suggestions will be reviewed, who will have access to the information, and how the organization will respond. Avoid promising complete anonymity unless the chosen system can genuinely provide it.

3. **The Error Debrief**

When something goes wrong, bring the team together to understand what happened, identify lessons learned, and explore improvements rather than looking for someone to blame.
Encourage constructive reflection without personal criticism or humiliation.

Remember: A supportive culture becomes visible when people feel safe to speak, know their opinions matter, and see that mistakes lead to learning rather than blame.

4.2. Evaluating and Improving Workplace Mental Health Initiatives

Workplace mental health initiatives should not be treated as one-off activities. Their value depends on whether they respond to employees' actual needs and whether they lead to meaningful improvements over time.

How Do We Know If Mental Health Initiatives Are Working?

Introducing a mental health or wellbeing initiative is an important step. But organizing a workshop, offering counselling services, or launching a stress management program does not automatically mean that employees are receiving the support they need.

The real question is not simply *"What have we offered?"* but "What difference has it made?"

Evaluation is the process of regularly collecting and reviewing information about how employees experience and use workplace mental health initiatives. It helps organizations understand what works, what needs to change, and where additional support may be required.

Three Essential Elements: Monitor, Listen and Improve

1. Monitor – What is happening?

Track how initiatives are being used and whether they are reaching the employees they are intended to support.

Useful indicators may include participation in workshops, awareness of available resources, accessibility of services, and employees' overall satisfaction with the support offered.

However, participation alone does not demonstrate effectiveness. A well-attended workshop may be appreciated without necessarily leading to lasting improvements.

2. Listen – What are employees experiencing?

Numbers tell only part of the story. Regular feedback helps managers understand whether initiatives are relevant, accessible, and useful.

Short surveys, confidential feedback channels, and voluntary conversations can reveal barriers that participation statistics cannot explain.

For example, employees may value a wellbeing initiative but feel that its content does not fully address the challenges they face in their daily work.

3. Improve – What should change?

Evaluation becomes meaningful when the findings lead to action.

Organisations can adjust the timing or format of activities, improve communication about available support, introduce additional resources, or discontinue initiatives that no longer meet employees' needs.

After making changes, managers should review the results again to understand whether the adjustments have helped.

What Does Success Really Look Like?

A useful evaluation distinguishes between three levels:

Level	Key Question	Example
Participation	Are employees using the initiative?	Number of employees attending a resilience workshop
Experience	Do employees find it useful and accessible?	Feedback on relevance, quality, and timing
Outcomes	Is the initiative contributing to positive change?	Employees report greater confidence in managing workplace stress

Positive feedback immediately after an activity is encouraging, but it does not automatically demonstrate long-term impact. Follow-up feedback and relevant workplace indicators can help organizations understand whether improvements are sustained over time.

The key message: Effective evaluation is not about collecting as much data as possible. It is about combining meaningful indicators with employee feedback and using the findings to make workplace support better.

Why Does Measuring Impact Matter?

Investing in employee wellbeing is important. But how can an organization know whether its efforts are making a difference?

Without regular evaluation, even well-designed mental health initiatives may continue for years without anyone knowing whether they meet employees' needs, reach the right people, or deliver meaningful benefits.

Measuring impact helps organizations move from good intentions to informed decisions.

Five Reasons to Evaluate Workplace Mental Health Initiatives

Benefit	Why It Matters
1. Understand Employees' Real Needs	Regular feedback reveals what employees find helpful, which challenges remain, and whether existing initiatives respond to their needs.

2. Make Better Use of Resources	Evaluation helps organizations identify valuable activities, improve those that are underperforming, and reconsider initiatives that no longer serve their purpose.
3. Identify Gaps Early	Monitoring can reveal barriers to participation, unmet support needs, or emerging workplace concerns before they become more serious.
4. Build Trust Through Action	When employees see that their feedback leads to visible improvements, they are more likely to feel heard and respected.
5. Support Continuous Improvement	Employees' needs and workplace conditions change. Regular evaluation helps organizations adapt their initiatives rather than relying on solutions that may become outdated.

A Simple Example: When Good Intentions Are Not Enough

Imagine a company that offers monthly stress management workshops. The sessions receive positive feedback, but attendance gradually declines.

Without evaluation, managers might conclude that employees are no longer interested.

However, a short survey reveals that many employees would like to participate but cannot attend because the workshops coincide with busy working periods.

The company introduces alternative time slots and shorter online sessions. A subsequent review helps determine whether these changes have improved accessibility and participation.

The lesson: Low participation does not always mean low interest. Understanding the reasons behind the numbers is essential for making effective improvements.

Remember: The purpose of evaluation is not to produce more reports. It is to ensure that workplace mental health initiatives remain useful, accessible, and responsive to employees' changing needs.

What Should Managers Monitor and How?

Managers play an important role in ensuring that workplace mental health initiatives remain relevant, accessible, and effective. They do not need to be mental health professionals or conduct clinical assessments. Their responsibility is to understand how workplace support is functioning, identify opportunities for improvement, and help employees access appropriate resources.

Start with the Right Questions

Before collecting data, managers should consider:

- Are employees aware of the support available to them?
- Can they access initiatives without unnecessary barriers?
- Do they find the activities relevant and useful?
- Are the initiatives contributing to positive changes in their workplace experience?
- What needs to be improved?

Choose Meaningful Indicators

A few well-chosen indicators are more useful than collecting large amounts of information without a clear purpose.

What to Monitor	Possible Indicators	What It Can Tell Us
Awareness	Percentage of employees who know which support services are available	Whether communication about initiatives is effective
Participation	Attendance at workshops or participation in voluntary activities	Whether initiatives are reaching employees
Accessibility	Feedback on scheduling, formats, and barriers to participation	Whether employees can realistically use the support offered
Perceived Usefulness	Short satisfaction surveys and feedback after activities	Whether participants consider initiatives relevant and helpful
Workplace Experience	Aggregated feedback on stress, workload, psychological safety, and support	Whether employees perceive improvements in their working environment
Follow-up Outcomes	Changes in relevant survey responses over time	Whether positive changes are being sustained

Important: These indicators provide useful signals, but they do not automatically prove that a particular initiative caused an improvement.

Turn Monitoring into Everyday Management Practice

- **Review regularly.** Set aside time to examine existing initiatives, participation patterns, employee feedback, and any emerging barriers.
- **Invite honest feedback.** Use short surveys, confidential channels, and voluntary conversations. Ensure employees can raise concerns without fear of negative consequences.
- **Look beyond participation figures.** High attendance does not necessarily mean that an initiative is effective, while low attendance may reflect scheduling problems or lack of awareness rather than lack of interest.

- **Share findings and next steps.** Communicate what has been learned and explain which improvements will be introduced.
- **Adapt the support offered.** Change the timing, format, accessibility, or content of activities when feedback indicates that adjustments are needed.
- **Connect employees with appropriate resources.** When additional support is required, guide employees towards qualified professionals or available support services rather than attempting to assess or treat mental health conditions.

Protect Privacy and Build Trust

Mental health information is sensitive. Monitoring should focus on workplace conditions and the effectiveness of initiatives, not on tracking individual employees' psychological states.

Use voluntary feedback where appropriate, report results in aggregated form, and avoid collecting identifiable health information unless there is a clear, lawful, and necessary reason to do so. Small teams require particular care because individuals may be identifiable even in apparently anonymous results.

The key principle: Measure what helps you improve the workplace — not what allows you to monitor individual employees.

From Feedback to Real Improvements: Good Practices

Effective evaluation does not have to be complicated. The most useful approach is to combine simple data with regular employee feedback and use the findings to guide future decisions.

The following four practices can help managers turn evaluation into a meaningful part of workplace management.

1. Regular Employee Surveys – Listen Before Making Decisions

Short, regular surveys help organisations understand how employees experience existing wellbeing initiatives and whether these respond to their needs.

Rather than asking only whether employees are satisfied, managers can explore more specific questions:

- Do you know what mental health and wellbeing support is available?
- Have you experienced any barriers to accessing it?
- Which activities have been most useful?
- What additional support would make a difference?

Repeating a small number of questions over time makes it easier to identify changes in employees' experiences.

Good practice: Keep surveys short, explain how responses will be used, and communicate what action has been taken following previous feedback.

2. Participation and Engagement Data – Understand the Story Behind the Numbers

Participation data can reveal useful patterns in workshops, coaching sessions, mindfulness activities, peer-support programs, and other wellbeing initiatives.

However, attendance figures should be interpreted carefully.

For example, declining participation in a workshop may suggest that its content is no longer relevant. But it could also reflect limited awareness or concerns about confidentiality.

Good practice: Combine participation figures with feedback about accessibility and usefulness before deciding whether an initiative should continue, change, or end.

3. Feedback After Activities – Capture Experiences While They Are Fresh

A brief evaluation immediately after an activity can help identify strengths and areas for improvement.

Three questions may be sufficient:

- What was most useful about this activity?
- What could be improved?
- How could you apply what you have learned in your working life?

For longer programs, a follow-up survey several weeks later can explore whether participants have been able to apply what they learned.

Good practice: Distinguish between immediate satisfaction and longer-term usefulness. Enjoying a workshop is not the same as experiencing a lasting benefit.

4. Act on the Findings – Make Improvements Visible

Collecting feedback is only the beginning. Evaluation becomes meaningful when organizations use the findings to make decisions.

For example, if employees report difficulties attending wellbeing activities during working hours, managers might introduce alternative time slots, shorter sessions, or online participation options.

If employees are unaware of available counselling services, clearer communication may be more valuable than introducing another program.

Good practice: Explain what has been learned, what will change, and when the results will be reviewed again. When a suggestion cannot be implemented, explain why.

Real-World Example: Deloitte UK – Using Employee Feedback to Strengthen Mental Health Support

Deloitte UK provides a documented example of how employee feedback can inform the development of workplace mental health support.

The challenge

Deloitte already had mental health support measures in place, including Mental Health Champions and a partnership with the mental health charity Mind.

However, participation in Mind's *Workplace Wellbeing Index* revealed an important gap. In the 2016 survey, only **28% of responding employees believed their leader would recognize when someone was experiencing a mental health problem**.

This finding highlighted the need to strengthen managers' confidence and ability to respond appropriately.

The response

Deloitte introduced Mental Health First Aid training for senior leaders, piloting the program in November 2017 and rolling it out more widely in February 2018.

The training focused on helping leaders recognize possible warning signs, initiate supportive conversations, and guide colleagues towards appropriate professional support.

Rather than creating an isolated activity, Deloitte integrated the training into its existing mental health support structure.

Monitoring progress and learning

Deloitte continued to participate in Mind's Workplace Wellbeing Index, using employee feedback and other evaluation findings to inform further improvements.

The published case study reports positive feedback on the training, growing interest across the organization, and perceived improvements in openness about mental health. Deloitte also planned to extend the training to more leaders.

These findings indicate encouraging progress, although the case study does not establish that the training alone caused measurable improvements in employees' mental health.

What Can Managers Learn from This Example?

The Deloitte experience illustrates four valuable lessons:

- **Listen:** Employee surveys can reveal important gaps that existing programs may overlook.
- **Respond:** Use the findings to identify a specific improvement rather than introducing activities without a clear purpose.
- **Integrate:** Connect new initiatives with existing workplace support structures.
- **Review:** Continue evaluating progress and adapting the approach as employees' needs evolve.

The central lesson: An effective mental health initiative is not necessarily the one with the most activities, but the one that responds to identified needs and continues to improve.

Source: Mental Health First Aid England, "Deloitte" case study, documenting Deloitte UK's Mental Health First Aid program and use of Mind's Workplace Wellbeing Index.

Deloitte - Mental Health First Aid England

A Final Reminder for Managers

Keep the evaluation process **simple, regular, and connected to action**.

Even small adjustments, when informed by employee feedback, can make workplace mental health initiatives more relevant, accessible, and effective over time.

A Step-by-Step Guide to Evaluating Workplace Initiatives

Evaluation becomes useful when it is part of regular management practice. Managers do not need complex systems to start. A simple, consistent process can provide valuable information and support better decisions.

Step 1. Review Regularly

Set a regular time to review existing wellbeing initiatives. Consider participation, employee feedback, and any relevant workplace observations. Identify which activities are working well and which may need attention.

Step 2. Ask Employees

Use short surveys, feedback forms, or voluntary conversations to understand what employees find useful, what they need, and what could be improved. Make it easy for employees to provide honest feedback.

Step 3. Look for Patterns

Consider the information together rather than relying on a single indicator. Low participation, repeated concerns, or difficulties accessing a service may point to an area that needs improvement.

Step 4. Take Action

Use the findings to adapt activities, introduce new forms of support, or discontinue initiatives that are no longer relevant. Focus on changes that respond to identified needs.

Step 5. Communicate the Outcome

Let employees know what was learned and what will change as a result. Explain the next steps and when the initiative will be reviewed again. This demonstrates that employee feedback is taken seriously.

A Simple Evaluation Cycle

Review → Listen → Identify → Act → Communicate → Review Again

Remember: The goal is continuous improvement, not perfect measurement.

Quick Tools and Templates for Evaluation

Managers do not need sophisticated monitoring systems to understand whether workplace mental health initiatives are meeting employees' needs. A small number of well-chosen tools can help collect feedback, identify opportunities for improvement, and support regular review.

The following tools serve two complementary purposes:

- **Evaluating specific initiatives:** Understanding whether a particular workshop, programme, or support activity was useful and what should change.
- **Monitoring workplace culture:** Listening to employees' broader experiences of psychological safety, open communication, inclusion, and organizational support.

Tool 1. Mental Health Initiative Evaluation Form (Template)

Use this form after a workplace mental health or wellbeing initiative to collect feedback and identify areas for improvement.

Initiative: _____

Date: _____

Number of participants: _____

1. Participant Feedback

How useful did you find the initiative?

☐ Very useful ☐ Useful ☐ Somewhat useful ☐ Not useful

Was the content relevant to your needs?

☐ Yes ☐ Partly ☐ No

Was the format and timing appropriate?

☐ Yes ☐ Partly ☐ No

2. Impact

Did the initiative provide something you can apply in your work or daily life?

☐ Yes ☐ Partly ☐ No

What was the most valuable aspect?

3. Suggestions

What could be improved?

What additional support or activities would you find useful?

4. Manager Review

After reviewing the feedback, record:

Review Question	Notes
What worked well?	
What needs improvement?	
What action will be taken?	
Who will coordinate the action?	
When will the results be reviewed again?	

This form can be used after individual activities or as part of a regular evaluation cycle.

Remember: The purpose is to turn employee feedback into practical improvements, rather than simply measuring satisfaction. The form captures immediate experiences and perceived usefulness; longer-term outcomes may require a follow-up review.

Tool 2. Six Quick Tools to Monitor Workplace Culture

To understand whether the three pillars of a supportive workplace culture — psychological safety, open communication, and inclusion — are reflected in everyday practice, managers can use simple, non-intrusive tools to gather feedback and identify areas for improvement.

Quick Tool	How to Use It	What It Helps Reveal
"Fist to Five" (Voting with fingers)	At the end of an important meeting or after launching a new project, ask the team to express their level of agreement or comfort using a scale from zero (fist) to five fingers.	Immediate reactions, uncertainty, and areas requiring further discussion

Digital Mood Tracker (Team Traffic Light)	Use internal communication channels (like Slack or MS Teams) to launch a weekly flash survey to gather feedback on workload and team support.	General patterns in team workload, pressure, and support needs
Virtual Idea Box (Anonymous Drop-box)	An online form (e.g., Google Forms or Microsoft Forms) always open and configured to collect anonymous suggestions and concerns; accessible to employees at any time for wellbeing suggestions or concerns that employees may hesitate to raise openly.	Ideas and concerns that employees may hesitate to raise openly
"Stay Interview" (Retention Interviews)	The stay interview is an informal 15-minute chat to be held periodically with those who are in the company about what helps them feel supported, what they value, and what could improve their experience.	Retention factors, unmet needs, and opportunities for improvement
Periodic Self-Assessment Questionnaire	Use a short quarterly questionnaire to review perceptions of psychological safety, open communication, and inclusion.	Changes in the main pillars of a supportive workplace culture
Stop, Start, Continue	During a team reflection meeting, discuss three questions: What should we stop doing? What new supportive practice should we start? What is working well and should continue?	Concrete ideas for improving everyday working practices

Choosing the Right Tool

Managers should not introduce all six tools simultaneously. Too many surveys and feedback requests can create unnecessary **monitoring stress**, reduce participation, and weaken trust. A more effective approach is to combine one simple pulse-check method with an occasional qualitative or structured review.

For example, a team might use a short monthly pulse survey to identify emerging concerns and a quarterly "*Stop, Start, Continue"* discussion to agree on improvements.

When collecting feedback, managers should respect confidentiality, avoid unnecessary personal health information, and explain how results will be used. Employees should not feel pressured to disclose their mental health status.

The guiding principle: Choose the simplest tools that provide useful information, listen carefully to the results, and make improvements that employees can recognize.