MINDtheGAP



Creating a Mentally Healthy and Inclusive Workplace for Generation Z: A Practical Guide for Employers and Managers

ACTIONABLE STRATEGIES, PRACTICAL TOOLS & GOOD PRACTICES

Co-funded by the European Union

Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or the European Education and Culture Executive Agency (EACEA). Neither the European Union nor EACEA can be held responsible for them.
Project number: 2025-1-FR01-KA220-VET-000352715

Co-funded by the European Union

MINDtheGAP

Authors:

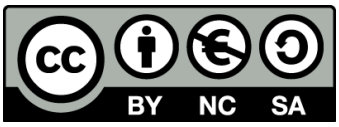
Angela Ivanova (Services4Ventures, Bulgaria)

.....

....

....

Declaration on copyright:



This work is licensed under

Creative Commons Attribution-NonCommercial-ShareAlike 4.0 International

You are free to:

- Share — copy and redistribute the material in any medium or format
- Adapt — remix, transform, and build upon the material under the following terms:
- Attribution — You must give appropriate credit, provide a link to the license, and indicate if changes were made. You may do so in any reasonable manner, but not in any way that suggests the licensor endorses you or your use.
- Non-commercial — You may not use the material for commercial purposes.
- Share Alike — If you remix, transform, or build upon the material, you must distribute your contributions under the same license as the original.

Content

I. Introduction 4
1.1 Overview of the Guidebook 5
1.2 Philosophy Behind the Structure of the Guidebook 5
II. Foundation for Managers and Employers 8
2.1. Understanding Generation Z 8
Who Are Generation Z? 9
Why Is It Relevant for Employers? 10
2.2. Inclusive Leadership and Management Practices 17
III. Mental Health & Wellbeing on Work 30
3.1. Mental Health Awareness and Wellbeing 30
What Is Mental Health Awareness? 31
Why Does Mental Health Awareness Matter in the Workplace? 32
What Should Managers Do? Developing a Workplace Mental Health Strategy 34
Practical Toolkit for Managers 36
Good Practices: Building Mental Health Awareness in SMEs 38
Quick Tool: Mental Health Awareness Check-In for Managers 40
3.2. Resilience and Stress Management Programs 43
What is Resilience? 43
Resilience and Mental Health 43
Why Does Resilience Matter for Generation Z? 44
What Managers Can Do: Building Resilience at Work 46
Developing Practical Resilience Skills 48
Quick Toolkit and Practical Examples 57
IV. Workplace Culture 60
4.1. Creating a Supportive Workplace Culture 60
Building a Supportive Culture in Everyday Practice 63
How Microsoft Helps New Employees Feel They Belong 63
Practical Guide for Managers: Three Simple Tools for Building a Supportive Team Culture 65
4.2. Evaluating and Improving Workplace Mental Health Initiatives 67
What Should Managers Monitor and How? 69
From Feedback to Real Improvements: Good Practices 71
A Step-by-Step Guide to Evaluating Workplace Initiatives 74
Quick Tools and Templates for Evaluation 75

V. Employee Development 78
5.1. Emotional Intelligence Training 78
What Is Emotional Intelligence and Why Does It Matter for Managers? 79
The Benefits of Emotionally Intelligent Management 80
What Should Managers Do? Developing Emotional Intelligence in Practice 81
Good Practices: Emotional Intelligence in Action 83
Practical Guide for Managers: Five Daily Habits 84
Quick Tool: Emotional Intelligence Self-Assessment 85
5.2. Supporting Employee Development and Growth 87
VI. Overview on the e-learning Modules for Gen Z 88
6.1. e-Learning Modules for Gen Z 88
6.2. e-Learning Platform 88

Photo on the cover page: © Rawpixelimages | Dreamstime.com

I. Introduction



Photo 1. © Convisum | Dreamstime.com

Today's workplaces are evolving rapidly, shaped by new expectations, digital transformation, and the growing importance of mental wellbeing. Generation Z, as the newest cohort entering the workforce, brings fresh perspectives, values, and needs that challenge traditional approaches to management and organizational culture.

Digital overload, workplace pressure, uncertainty, and constant social expectations are increasingly affecting young people's mental health, motivation, emotional resilience, and their workplace connection.

At the same time, employers and organizations are struggling to adapt workplace cultures to the evolving needs, expectations, and communication styles of Generation Z.

To address these challenges, the MIND THE GAP Erasmus+ project brings together innovative digital tools and learning resources designed specifically to support the mental wellbeing and resilience of Generation Z in workplace environments.

MIND THE GAP bridges the distance between digital transformation and human wellbeing by providing online training resources promoting resilience and mental health, adapted to the learning preferences and needs of Generation Z.

1.1 Overview of the Guidebook

Mental health is no longer just a personal issue — it is a workplace priority. This is particularly relevant for Generation Z, who place a strong emphasis on wellbeing, work-life balance, psychological safety, and meaningful work experiences. Organisations that support wellbeing can foster:

- Healthier teams,
- Higher engagement,
- Stronger resilience,
- Better communication,
- Improved productivity and retention.

This guidebook is designed to support employers and managers in navigating these changes by providing practical strategies, actionable tools, and good practices to create supportive, inclusive, and mentally healthy work environments. By focusing on both organizational structures and everyday management practices, the guide aims to help organizations improve employee wellbeing, strengthen engagement, and build more resilient and productive teams.

1.2 Philosophy Behind the Structure of the Guidebook

The guidebook is structured around several interconnected themes that together help employers and managers create a mentally healthy, inclusive, and supportive workplace for Generation Z.

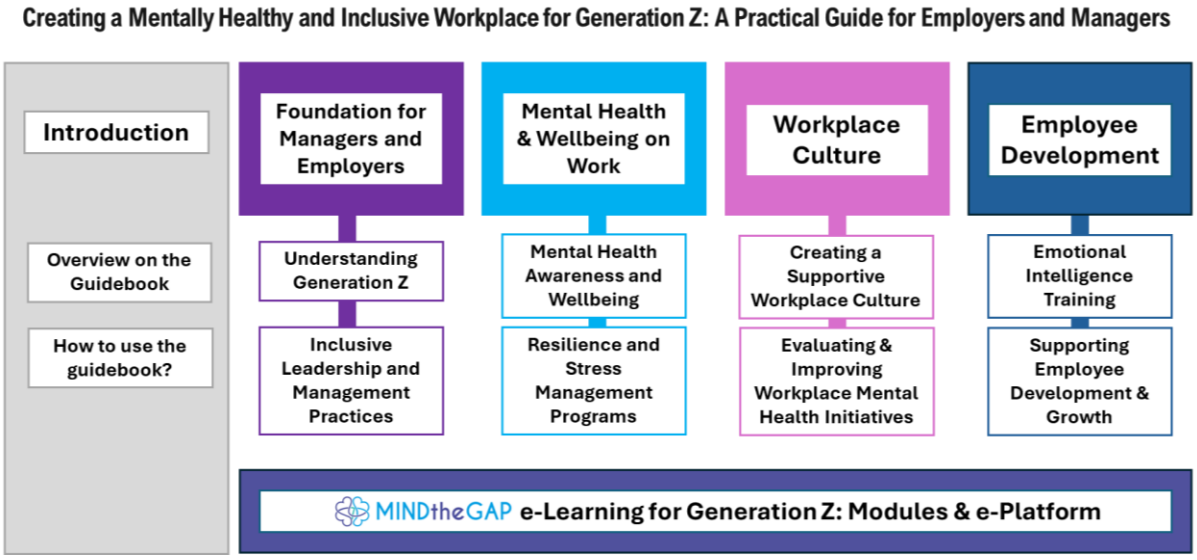


Figure 1. The structure of this guidebook, Source: © Angela Ivanova, S4V Bulgaria

The guidebook starts with the foundation layer: understanding Generation Z and the role of managers in creating supportive workplace environments. Before organizations can design

effective wellbeing strategies, managers need to understand the characteristics, expectations, and workplace experiences of the new generation entering the workforce, while also developing inclusive leadership practices that influence trust, communication, and psychological safety.

The structure follows a logical progression: from understanding Generation Z and developing inclusive leadership practices to promoting wellbeing, creating supportive workplace cultures, evaluating impact, and supporting long-term employee development (Figure 1).

"Understanding Generation Z" forms the foundation layer of the guidebook. It provides insights into the values, expectations, motivations, communication styles, and workplace preferences of Generation Z. Understanding these characteristics helps employers and managers adapt their leadership approaches, workplace practices, and wellbeing initiatives more effectively.

"Inclusive Leadership and Management Practices" forms the enabling leadership layer of the guidebook. It focuses on how leaders manage and support their teams through inclusive management practices, effective communication, fairness, trust, and a sense of belonging. Leadership behavior plays a critical role in shaping employee wellbeing and workplace culture.

"Mental Health Awareness and Wellbeing at Work" represents the strategic wellbeing layer. It introduces the overall framework for mental health and wellbeing in the workplace, explains why these topics matter, and outlines the key pillars of a wellbeing strategy. This theme provides the overarching perspective that guides all other actions and initiatives.

"Resilience and Stress Management Programs" is the intervention layer. While the previous theme explains why mental wellbeing matters, this theme focuses on how organizations can actively support it through resilience-building activities, stress management techniques, coping strategies, workshops, and practical recovery tools. It is therefore an implementation-focused topic.

"Creating a Supportive Workplace Culture" represents the culture layer. The focus here is on building an organizational environment characterized by trust, collaboration, inclusion, open communication, and effective support systems. Culture creation is the central subject of this theme.

"Evaluating and Improving Workplace Mental Health Initiatives" forms the measurement and improvement layer. It focuses on monitoring and evaluating workplace initiatives through surveys, feedback mechanisms, key performance indicators (KPIs), and continuous improvement processes. This helps organizations assess impact and ensure that resources are invested effectively.

"Emotional Intelligence Training" represents the capability development layer. It focuses on strengthening individual competencies such as self-awareness, emotional regulation, empathy, communication, and conflict management. These skills support both individual wellbeing and positive workplace relationships.

"Supporting Employee Development and Growth" forms the engagement and growth layer. It focuses on career development, continuous learning, mentoring, feedback, and

creating a sense of purpose at work. By supporting employees' professional growth, organizations can increase motivation, engagement, and long-term wellbeing.

Together, these themes provide a comprehensive framework that helps employers and managers understand, support, and respond to the unique needs of Generation Z in the workplace. All eight themes reflect different dimensions of a single organizational ecosystem that supports employee wellbeing, engagement, and performance.

Finally, the **MIND THE GAP e-learning training program and online learning platform** are presented as complementary resources that support employers and managers in addressing the unique needs of Generation Z and promoting mental wellbeing, resilience, and engagement in the workplace.

II. Foundation for Managers and Employers



Photo 2. © Gaudilab | Dreamstime.com

2.1. Understanding Generation Z

Understanding different generations in the workplace can provide useful insights into how expectations, behaviours, and relationships with work evolve over time. However, generational perspectives should not be used as fixed categories or assumptions about individuals. Every employee is shaped by personal experiences, values, personality, and professional context.

A generational approach is valuable because it helps organizations understand broader social, economic, and technological influences that may shape workplace expectations. The goal is not to define employees by their generation, but to recognize changing workplace realities and create environments where different people can contribute, develop, and thrive.[1]

[1] McKinsey & Company. Gen what? Debunking age-based myths about worker preferences, https://www.mckinsey.com/capabilities/people-and-organization/our-insights/gen-what-debunking-age-based-myths-about-worker-preferences?utm_source=chatgpt.com

Who Are Generation Z?

Generation Z, generally referring to people born from the late 1990s onwards, is becoming an increasingly important part of the workforce. Like every generation, they have been shaped by the social, economic, and technological environment in which they grew up.

Many members of Generation Z have grown up with digital technology as a natural part of everyday life. At the same time, they entered adulthood during a period marked by significant events, including economic uncertainty, the COVID-19 pandemic, and growing environmental concerns.

These experiences can influence how Generation Z approaches work, what they expect from employers, and what helps them feel engaged and supported. Recent workforce research highlights the importance of meaningful work, work-life balance, learning opportunities and supportive management for many Generation Z employees, while also emphasizing that individual preferences should not be reduced to generational stereotypes.[2]

- *What tends to characterize Generation Z at work?*

Meaning and purpose matter.
Many Generation Z employees want to understand not only what they are expected to do, but also why their work matters. They often value a connection between their individual contribution and a broader purpose and may pay attention to whether an organization's values are reflected in its actions.

For this reason, the sense of impact and alignment between personal values and workplace values can influence how they perceive an employer.

Work should fit into life, not replace it.
Work-life balance is often an important consideration for Generation Z. Professional development and achievement remain important, but work is less likely to be viewed as the only central aspect of life.

Expectations around flexibility, personal boundaries, and wellbeing can therefore influence how they evaluate a workplace and their long-term relationship with an employer.

Clarity and transparency build confidence.
Employees entering the workplace need to understand expectations, responsibilities, and ways of working. Generation Z may particularly value clear objectives, transparent communication, and explicit guidance rather than relying on assumptions or unwritten rules.

A clear framework helps reduce uncertainty and allows employees to understand how they can contribute effectively.

[2] Deloitte Global. (2025). 2025 Gen Z and Millennial Survey. https://www2.deloitte.com/us/en/insights/topics/talent/2025-gen-z-millennial-survey.html?utm_source=chatgpt.com

Autonomy works best with support.
Generation Z often values independence and the opportunity to take ownership of their work. However, autonomy does not mean being left without guidance.

Clear expectations, accessible support, and constructive feedback can help employees develop confidence and gradually become more independent.

Feedback is part of learning.
Many Generation Z employees are comfortable with regular feedback as part of everyday development rather than only through formal performance reviews.

Timely and constructive feedback helps employees understand what is working, where improvement is needed, and how they can continue to develop.

Digital fluency is a natural strength.
Having grown up surrounded by digital technology, many Generation Z employees are comfortable learning new tools, adapting to changing platforms, and exploring new ways of working.

This familiarity can bring valuable perspectives to organizations that are adapting to technological change.

The employment relationship can be more pragmatic.
Generation Z may approach the relationship with an employer with a strong awareness of mutual expectations. Engagement and commitment can be high when employees experience purpose, development opportunities, fair treatment, and supportive management.

However, when these elements are consistently missing, they may be more willing to explore other opportunities rather than remain in a workplace that no longer feels aligned with their needs.

Important:

These characteristics should be understood as general tendencies, not fixed traits. Individuals within the same generation can have very different personalities, experiences, values, and expectations. The purpose is not to define employees by their generation, but to provide useful reference points for understanding how workplace expectations continue to evolve.

Why Is It Relevant for Employers?

Understanding Generation Z is becoming increasingly important as this generation represents a growing part of the workforce. As more young people enter employment,

organizations need to understand the expectations and experiences that influence how they engage with work.

However, this is not only about attracting younger employees. Generation Z also reflects broader changes in the workplace and highlights questions that are increasingly relevant for organizations of all generations: How do employees find meaning in their work? How do they experience communication, support, flexibility, and development opportunities?

A Changing Workforce and Changing Expectations

Generation Z is becoming an increasingly important source of new talent across industries. As their presence in organizations grows, employers who understand their expectations are better positioned to attract, engage, and retain employees.

Many of the expectations associated with Generation Z — such as the desire for clarity, meaningful work, regular feedback, supportive leadership, and respect for wellbeing — reflect wider changes in the modern workplace.

These expectations can influence how employees experience their work. When people understand their role, see the value of their contribution, receive constructive feedback, and feel supported, they are more likely to develop a stronger connection with their organization.

Why Workplace Practices Matter

Generation Z can make certain workplace challenges more visible because they often place strong emphasis on factors that influence engagement and commitment.

Engagement and connection.

Employees are more likely to remain engaged when they understand the purpose of their work, feel valued, and experience a supportive environment. When expectations are unclear or employees feel disconnected from the organization, motivation and involvement can decrease.

Quality and contribution.

People tend to perform at their best when they understand what is expected of them and how their work contributes to a larger goal. Clear communication, meaningful responsibilities, and appropriate support create conditions where employees can use their skills effectively.

Innovation and adaptability.

Generation Z brings familiarity with digital tools, comfort with rapid change, and new perspectives on how work can be organized. When organizations recognize and encourage these strengths, they can support innovation and continuous improvement.

At the same time, failing to understand changing expectations can create misunderstandings between employees and managers. Differences in communication styles, expectations, or approaches to work may be interpreted negatively when they are not properly understood.

A Catalyst for Better Workplaces

Paying attention to Generation Z does not mean creating a separate workplace for one generation.

Many of the things younger employees value — clarity, transparency, meaningful work, constructive feedback, supportive leadership, flexibility, and respect for wellbeing — can benefit employees across generations.

In this sense, Generation Z can act as a catalyst for organizations to reflect on their existing practices. Understanding what helps younger employees succeed can encourage organizations to create workplaces that are more inclusive, supportive, and sustainable for everyone.

The goal is not to manage Generation Z differently simply because they belong to a different generation. The goal is to understand changing expectations and create workplaces where people can contribute, develop, and stay well.

This understanding provides the foundation for the next step: exploring how inclusive leadership and management practices can translate these insights into everyday workplace actions.

Manager's Toolkit: Practical Ways to Work Effectively with Generation Z

The principles above become meaningful when they are translated into everyday management behaviours. The following practices can help managers turn clarity, trust, feedback, and purpose into concrete routines.

1. Give Meaning from Day One

The first weeks in a new role are an opportunity to establish context and purpose, not simply to explain tasks.

During onboarding, set aside 30–60 minutes to discuss:

- the purpose of the employee's role;
- how their work contributes to the team;
- who benefits from their work;
- how their contribution connects to wider organizational goals.

For example, instead of saying "You handle the reporting." try: "Your reports help the sales team make faster and better-informed decisions."

The second explanation gives the employee a reason to care about the task, not just an instruction to complete it.

2. Establish a Short, Regular Feedback Ritual

Feedback does not need to be formal or time-consuming to be effective. A regular 15–20-minute weekly check-in can provide a simple structure for communication and development.

A manager can ask:

- **What worked well this week?**
- **What could have gone better?**
- **What support do you need?**
- **What are the priorities for next week?**

Regular conversations help prevent misunderstandings, identify obstacles early, and make feedback part of normal work rather than something that happens only during an annual review.

3. Make Expectations Explicit

Managers often communicate expectations without realizing that some of them remain implicit. Employees, particularly those new to professional environments, may not know what "good work" looks like unless it is explained.

Clarify:

- deadlines and milestones;
- expected quality standards;
- level of detail required;
- responsibilities and decision-making boundaries;
- preferred communication channels;
- when and how progress should be reported.

For example: "When I assign you a task, I expect a first update within 48 hours, even if the work is still in progress."
This does not restrict autonomy. It provides a clear framework within which autonomy can work.

4. Build Autonomy Gradually

Autonomy is a skill that develops with experience. Rather than expecting a new employee to operate independently immediately, managers can gradually transfer responsibility.

A simple progression is:

1. Observe → 2. Practise with support → 3. Work independently

For example:

- **Week 1:** "I'll show you how I approach this."
- **Week 2:** "Let's do it together."
- **Week 3:** "You take the lead and I'll review the result."

The exact timeframe will vary depending on the task and the employee. The principle is to provide enough support to build competence without creating unnecessary dependence.

5. Give Prompt and Specific Recognition

Recognition is most useful when it tells employees *what* they did well and *why* it mattered.

Instead of: “Good job.”, try:

“Your client email was very clear and well structured. It answered the client’s questions directly and made the next steps easy to understand.“

Specific recognition reinforces effective behavior and helps employees understand what good performance looks like.

6. Explain the “Rules of the Game”

Every organization has formal rules, but it also has informal norms that experienced employees often learn without being explicitly told.

New employees may need help understanding:

- how decisions are made;
- when to use email versus instant messaging;
- how openly people are expected to challenge ideas;
- who needs to be consulted;
- how urgent issues are communicated;
- what behaviours are valued within the team.

For example: “In this team, we prefer direct conversations for small issues rather than long email exchanges.”

Making these norms visible helps employees navigate the workplace with greater confidence.

7. Encourage Questions and Initiative

Questions should not automatically be interpreted as a lack of competence. For someone who is learning a new role, asking early can prevent mistakes later.

Managers can actively create this culture by saying: “If you’re unsure, I’d rather you ask than remain stuck.”

At the same time, managers can encourage employees to bring possible solutions along with their questions: “Tell me what you think the options are, and then we can look at them together.”

This gradually moves the employee from seeking answers to developing independent judgement.

8. Adapt Communication to the Situation

Generation Z is generally comfortable with fast, digital communication, but this does not mean that every conversation should happen through instant messaging.

Managers should match the communication method to the purpose:

- short updates → instant message;
- complex feedback → conversation;
- important decisions → written confirmation;
- sensitive issues → private discussion.

The principle is simple: **use the clearest channel for the message, rather than relying on one communication style for everything.**

9. Make Progress and Development Visible

Younger employees may benefit from having a clearer view of how their current work connects to future opportunities.

Managers can regularly discuss:

- skills the employee is developing;
- areas for improvement;
- possible future responsibilities;
- learning opportunities;
- potential career pathways.

For example: “If you continue developing this skill, you could take on this type of assignment independently within the next six months.”

This creates a connection between today's work and tomorrow's possibilities.

10. Make Sure Words and Actions Match

Trust is built through consistency.

If a manager says they value autonomy but checks every small decision, employees will notice the contradiction. If an organization promotes work-life balance but rewards people for being constantly available, the message becomes equally confusing.

Managers should therefore regularly ask themselves:

Are my everyday behaviors consistent with the values and expectations I communicate?

This is particularly important for Generation Z, who may pay close attention to whether an organization's stated values are reflected in actual workplace experiences.

Illustrative Case Example

The following fictional example illustrates how a relatively simple change in management approach can influence the experience and performance of a young employee.

Adapting Management to Better Engage a Young Employee

The Situation:
A manager hires a recent graduate who appears motivated but shows limited initiative during the first few months. The employee completes assigned tasks but rarely goes beyond what has been requested. They also ask frequent questions, including about issues the manager considers obvious.

The Challenge:
The manager's initial reaction is understandable: perhaps the employee lacks autonomy, confidence, or professional maturity.

Before reaching that conclusion, however, the manager takes a closer look at how the work is being managed. They realize that many expectations have been assumed rather than explained, and that tasks are often assigned without much context.
The manager decides to test whether changing the management approach can change the outcome.

The Management Actions:

1. **Explain the purpose behind tasks**

Previously, the manager mainly assigned tasks and expected the employee to understand what needed to be done. The manager now takes a few minutes to explain the objective, the expected outcome, and how the task contributes to the wider work.
Instead of simply saying: “Prepare this presentation.”, the manager explains what the presentation will be used for, who will see it, and what decision it is intended to support.

2. **Introduce a structured weekly check-in**

The manager establishes a 20-minute weekly conversation.
The employee uses the time to share what has been completed, raise difficulties, and ask questions. The manager provides feedback, clarifies priorities, and identifies where additional support is needed.
The regularity of the conversation makes communication more predictable and reduces the need for ad hoc clarification throughout the week.

3. **Clarify expectations**

The manager also realizes that expectations around deadlines, quality, level of detail, and progress updates were never clearly communicated.
These are now discussed explicitly.
The employee knows what a completed task should look like, when an update is expected, and when they are free to make decisions independently.

The Observed Results:

Within a few weeks, the manager notices several changes:

- greater engagement with assigned work;
- more initiative;
- clearer communication;
- fewer unnecessary misunderstandings; and
- increased confidence in completing tasks independently.

Key Learning

The situation was not necessarily a question of motivation or ability. Part of the difficulty came from a mismatch between what the manager assumed was obvious and what the employee understood.

The experience demonstrates an important management principle:

Employees do not always need less management. They may need a different kind of management — one that combines clear expectations with context, feedback, support, and gradually increasing autonomy.

Adapting management practices does not mean lowering expectations. It means creating conditions that allow employees to understand those expectations and perform at their best.

The same principles can benefit employees beyond Generation Z. Clarity, constructive feedback, psychological safety, meaningful work, and respect for work-life balance are increasingly relevant to a healthy workplace across generations.

2.2. Inclusive Leadership and Management Practices

Understanding Generation Z is only the first step. The next step is understanding the role managers play in creating the conditions in which young employees can contribute, develop, and thrive.

Inclusive leadership is not about applying a fixed set of rules to a particular generation. It is about adapting everyday leadership practices to different needs, perspectives, and ways of working while maintaining fairness, trust, and clear expectations.

This chapter moves from role to principles, from principles to everyday behaviour, and from behaviour to practical tools, helping managers translate inclusive leadership into actions that support engagement, wellbeing, and a sense of belonging.

What Is Inclusive Leadership? The Role of Managers

Inclusive leadership is a management approach that recognizes, values, and integrates the diversity of individuals within an organization. This diversity may relate to age, culture, gender, experience, abilities, perspectives, or ways of working.

However, recognizing diversity is not the same as creating inclusion. Inclusion requires intentional management practices that ensure employees have fair opportunities to participate, contribute their ideas, develop their potential, and feel respected and valued.

Managers play an important role in shaping employees' everyday experience at work. Through their daily decisions and interactions, they influence how people are treated, whether different perspectives are heard, and whether employees feel respected, trusted, and able to contribute.

Inclusive leadership therefore goes beyond managing tasks and performance. Managers act as role models: the way they communicate, give feedback, respond to mistakes, and involve employees sends a strong message about what is valued in the workplace. Research has also

associated inclusive leadership with psychological safety, which can help employees feel more comfortable speaking up, learning from mistakes, and contributing their ideas.[3]

An important distinction in inclusive management is the difference between equality and equity. Equality means providing everyone with the same treatment or opportunities, while equity recognizes that individuals may need different forms of support to access those opportunities fairly. Inclusive leadership seeks to balance individual needs with consistent standards, transparent decisions, and shared organizational objectives.

For Generation Z, clear communication, fairness, feedback, trust, and opportunities to contribute can be particularly important. However, these expectations should not be treated as universal characteristics of an entire generation. Effective managers seek to understand the needs and motivations of individual employees rather than relying on generational stereotypes.

The role of an inclusive manager is therefore not simply to direct and control, but also to facilitate, support, and create the conditions for collective success. This does not mean lowering performance expectations. It means enabling different employees to meet those expectations through fair, supportive, and effective management practices.

Principles of Inclusive Leadership

Inclusive leadership is built on a set of interconnected principles that guide how managers make decisions, interact with employees, and create fair and supportive working conditions.

These principles provide a foundation for managing diverse teams, including Generation Z employees, while ensuring that individual differences are respected and organizational expectations remain clear.

Six Core Principles of Inclusive Leadership

Fairness and equity	Ensuring that employees have fair access to opportunities, resources, and professional development. Equity recognizes that individuals may require different forms of support while maintaining consistent standards and transparent criteria.
Openness and transparency	Creating an environment where information is shared clearly, decisions are explained, and employees understand the expectations, processes, and reasoning behind management decisions.
Respect and inclusion	Valuing differences in backgrounds, experiences, perspectives, and working styles, while ensuring that all employees are treated with dignity and have meaningful opportunities to contribute.
Trust and psychological safety	Building relationships in which employees feel safe to express ideas, ask questions, raise concerns, and acknowledge

[3] Reuven Hirak, Ann Chunyan Peng, Abraham Carmeli, John M.Schaubroeck, Linking leader inclusiveness to work unit performance, Link: https://doi.org/10.1016/j.leaqua.2011.11.009?utm_source=chatgpt.com

	mistakes without fear of humiliation or unfair negative consequences.
Participation and empowerment	Encouraging employees to contribute to decisions that affect their work, take appropriate responsibility, exercise autonomy, and actively participate in achieving shared objectives.
Recognition and belonging	Acknowledging employees' contributions fairly and fostering a sense of connection, acceptance, and shared purpose within the team and organization.

These principles are closely connected and mutually reinforcing. For example, transparency supports trust, fairness strengthens the sense of belonging, and psychological safety encourages participation.

Inclusive leadership becomes effective when these principles are consistently reflected in everyday management decisions and behaviours, rather than remaining abstract organizational values.

Inclusive Leadership – Key Benefits

Why Does Inclusive Leadership Matter?

Inclusive leadership is not only an ethical and social responsibility; it is also a management approach that can strengthen employee engagement, psychological safety, team performance, and organizational adaptability. Research supports these connections, although their strength may vary across organizational contexts (Hirak et al., 2012; Siyal, 2023).

For Generation Z, whose workplace expectations may include fairness, meaningful work, transparency, recognition, and professional development, inclusive leadership can be particularly relevant. However, its benefits extend across generations and contribute to a more supportive and productive working environment for all employees.

1. Stronger Employee Engagement and Motivation

Inclusive leadership helps employees feel heard, respected, recognized, and valued. When people believe that their perspectives matter and that they have meaningful opportunities to contribute, they are more likely to develop a sense of belonging and commitment to their work.

For Generation Z employees, regular communication, recognition, and opportunities to participate can be especially important in building engagement and a positive relationship with their employer.

2. Improved Team Performance and Collaboration

Teams benefit when different perspectives, experiences, and ideas are actively considered in decision-making. Inclusive management encourages employees to share knowledge, collaborate, and contribute their individual strengths.

By promoting open communication and reducing barriers to participation, managers can improve cooperation, support more informed decisions, and help teams respond more effectively to complex challenges.

Hirak et al. (2012) found that inclusive leadership was associated with psychological safety, which supported learning from failures and subsequent work-unit performance.

3. Better Talent Attraction and Retention

The quality of leadership and workplace culture can influence employees' decisions to join or remain with an organization. Employers that demonstrate fairness, respect, opportunities for development, and supportive management practices may be better positioned to attract and retain talent.

This is particularly relevant for younger employees entering the labour market, who may evaluate employers not only in terms of salary and career opportunities but also according to their values, management culture, and approach to employee wellbeing.

4. Greater Innovation and Creativity

Inclusive leadership creates opportunities for employees to contribute new ideas, challenge existing approaches, and participate in problem-solving.

Carmeli et al. (2010) found that inclusive leadership was positively associated with psychological safety, which in turn supported employee involvement in creative work.

When managers encourage initiative, welcome different perspectives, and respond constructively to mistakes, employees may feel more confident proposing improvements and experimenting with new solutions.

This can support creativity, organizational learning, and innovation, particularly in workplaces experiencing rapid technological and organizational change.

5. Healthier Workplace Relationships and Stronger Trust

Inclusive management supports a working environment characterized by mutual respect, open dialogue, and constructive relationships.

By listening to different perspectives, addressing disagreements fairly, and encouraging cooperation, managers can help reduce misunderstandings and tensions, including those arising from different generational expectations or working styles.

Trust becomes an important foundation for collaboration, psychological safety, and a stronger sense of belonging within teams.

6. Greater Organizational Adaptability and Transformation

Inclusive leadership also supports broader organizational development. It encourages a shift from management approaches based primarily on supervision and control towards greater participation, shared responsibility, and accountability.

Organizations that actively involve employees, value diverse perspectives, and adapt management practices to changing needs may be better equipped to respond to workforce transformations, technological developments, and evolving expectations.

Inclusive leadership therefore creates value at several interconnected levels: for individual employees through greater inclusion, motivation, and opportunities to contribute; for teams through stronger collaboration and trust; and for organizations through improved engagement, innovation, and adaptability.

Inclusive Leadership in Practice

What does this look like in everyday management?

Inclusive leadership becomes meaningful when its principles are translated into consistent management behaviors. Managers act not only as supervisors but also as facilitators and coaches, encouraging participation, supporting individual needs, and maintaining clear expectations and accountability. The following table illustrates how these principles can be applied in everyday management.

Management Area	Inclusive Management Practices
Communication and Transparency	Communicate clearly and openly; explain the reasons behind decisions; encourage two-way dialogue; invite questions and different perspectives; provide regular, constructive feedback.
Fairness and Individualised Support	Apply transparent and consistent criteria; ensure equitable access to opportunities; understand individual needs and working styles; adapt support and communication methods without compromising fairness or performance expectations.
Participation and Empowerment	Involve employees in decisions affecting their work; encourage suggestions and initiative; delegate meaningful responsibilities; provide appropriate autonomy while maintaining clear objectives and accountability.
Trust and Psychological Safety	Encourage employees to raise concerns and express differing opinions; respond constructively to mistakes; address tensions and disagreements respectfully; create an environment where employees can ask for help without fear of humiliation.
Recognition and Belonging	Acknowledge individual and team contributions fairly; provide specific and timely recognition; ensure that different perspectives are valued; create opportunities for collaboration and connection within the team.
Purpose and Continuous Development	Explain how individual tasks contribute to broader organizational objectives; encourage learning and experimentation; support professional development; provide opportunities to acquire new skills and take on new responsibilities.

From Control to Trust and Accountability

A central feature of inclusive management is the shift from controlling how employees perform every task towards creating conditions in which they can take responsibility for results.

This does not mean removing supervision or lowering standards. Instead, managers establish clear objectives, communicate expectations, provide appropriate support, and allow employees sufficient autonomy to determine how their work is carried out.

For Generation Z employees, who may value autonomy, meaningful work, and opportunities to contribute, this approach can support engagement and professional growth. At the same time, these practices benefit employees across generations by strengthening trust, cooperation, and shared responsibility.

Inclusive leadership is therefore not a separate management activity. It is reflected in everyday decisions, communication, feedback, and the way managers respond to different employees and situations.

Good Practices of Inclusive Leadership and Management

Inclusive leadership is not limited to general principles or formal diversity policies. It becomes effective when organizations translate their commitments into concrete management practices that support fair opportunities, employee participation, professional development, and individual needs.

The following examples illustrate how organizations can put different dimensions of inclusion into practice. Although these initiatives are not designed exclusively for Generation Z, they offer valuable lessons for managers working with younger employees and multigenerational teams.

Accor – Promoting Equal Opportunities and Inclusive Career Development[4]

Accor, an international hospitality group, has introduced initiatives to support diversity, gender equality, and professional development across its workforce.
One example is RiiSE, the company's gender diversity network, which promotes equal opportunities, raises awareness of discrimination, and provides mentoring opportunities.
Accor also supports career progression through learning, leadership development, and its Reveal Talent program, which helps employees from different backgrounds progress towards management positions.
These initiatives illustrate how inclusion can be integrated into talent development rather than treated solely as a recruitment objective.[5]

What can managers learn?

- Provide fair access to mentoring, training, and career development opportunities.

[4] https://group.accor.com/en/group/people-at-our-heart/our-culture-of-inclusion?utm_source=chatgpt.com
[5] https://careers.accor.com/global/en/be-all-you-are?utm_source=chatgpt.com

- Recognise employees' potential beyond their educational or professional backgrounds.
- Encourage employees from underrepresented groups to pursue leadership responsibilities.
- Use transparent criteria when discussing promotion and professional growth.

Key lesson: Inclusive leadership requires managers to identify and develop talent across the workforce, ensuring that opportunities for advancement are not limited by stereotypes or traditional career pathways.

L'Oréal – Embedding Inclusion in Organisational Culture and Management

L'Oréal has developed a broad diversity, equity, and inclusion approach that extends beyond its products and external communications to its internal workforce and management practices.[6]
The company promotes diversity in recruitment, provides training on diversity and inclusion, and supports employees with different backgrounds, abilities, and professional experiences. Its initiatives also address intergenerational cooperation, disability inclusion, and opportunities for employees to develop their skills and careers.
An important aspect of this approach is the recognition that inclusion requires continuous organizational effort, supported by training, management practices, and monitoring of progress.

What can managers learn?

- Integrate inclusive behavior into everyday management rather than treating it as a separate initiative.[7]
- Develop awareness of unconscious bias in recruitment, evaluation, and career decisions.
- Encourage contributions from employees with different experiences, perspectives, and abilities.
- Provide learning opportunities that strengthen managers' capacity to lead diverse teams.

Key lesson: An inclusive organizational culture depends on consistent management behavior, supported by training, clear commitments, and continuous improvement.

1. Vivendi – Supporting Employees with Disabilities Through Individualized Workplace Practices

Vivendi has implemented initiatives aimed at improving the inclusion and professional participation of employees with disabilities.

[6] https://www.loreal.com/en/commitments-and-responsibilities/for-the-people/?utm_source=chatgpt.com
[7] https://www.loreal.com/en/commitments-and-responsibilities/for-the-people/promoting-diversity-and-inclusion/?utm_source=chatgpt.com

Its reported measures include awareness-raising activities, support for recruitment and job retention, flexible working arrangements, and assistance adapted to individual circumstances. The company has also established coordination mechanisms involving disability officers to identify needs and develop relevant actions.[8]

These practices illustrate the principle of equity: creating fair working conditions may require different forms of support according to employees' circumstances.

What can managers learn?

- Discuss individual working needs respectfully and confidentially.
- Consider reasonable adjustments to working arrangements and responsibilities.
- Focus on employees' abilities and contributions rather than assumptions about limitations.
- Cooperate with human resources and relevant specialists when additional support is needed.

Key lesson: Inclusive management does not necessarily mean treating everyone identically. It means ensuring that employees have fair opportunities to contribute and perform effectively, with appropriate support when needed.

From Organisational Examples to Everyday Management

These examples illustrate how inclusive leadership can support fair career opportunities, organizational inclusion, and individualized workplace support. Although larger organizations may use formal programs and dedicated structures, the underlying principles are equally relevant to small and medium-sized enterprises. The following Practical Guide for Managers translates these lessons into concrete actions that can be applied in everyday team management.

Practical Guide for Managers: Seven Actions for More Inclusive Leadership

Inclusive leadership is built through everyday management decisions and interactions. Managers do not need to introduce complex programs to begin improving inclusion within their teams. Small, consistent actions can help employees feel heard, respected, supported, and able to contribute.

The following seven actions offer practical ways to translate inclusive leadership principles into everyday management.

1. Schedule Regular One-to-One Conversations

[8] https://www.vivendi.com/wp-content/uploads/2025/04/20250407_VIV_VIVENDI_URD_EN.pdf?utm_source=chatgpt.com

Set aside 15–20 minutes for regular individual conversations with employees. These meetings should provide opportunities for two-way dialogue, not simply progress reporting.

What to do:

- Ask about current priorities, challenges, and support needs.
- Invite employees to share concerns and suggestions.
- Provide constructive feedback and recognize progress.
- Agree on any necessary follow-up actions.

Example: Instead of asking only, "Have you completed the task?", ask, "What is going well, what is challenging, and how can I support you?"

Expected benefit: Stronger communication, earlier identification of difficulties, and greater trust between managers and employees.

2. Explain the Purpose Behind Tasks and Decisions

Before assigning work or introducing changes, explain why the task matters and how it contributes to team or organizational objectives.

What to do:

- Provide context before giving instructions.
- Clarify the expected outcome and its importance.
- Explain how individual contributions support wider goals.
- Encourage questions when expectations are unclear.

Example: Instead of saying, "Prepare this report by Friday", explain, "We need this report by Friday because it will help the team identify customer needs and make decisions about next month's priorities."

Expected benefit: Better understanding of expectations, stronger engagement, and a clearer sense of purpose.

3. Provide Specific and Constructive Recognition

Recognise employees' contributions regularly, using specific examples rather than general praise.

What to do:

- Acknowledge concrete achievements and improvements.
- Explain why a contribution was valuable.
- Recognise both individual efforts and team collaboration.
- Ensure that recognition is fair and not limited to the most visible or outspoken employees.

Example: Instead of: "Great job!"

Say: "Your client summary was particularly clear and helped the team make a decision more quickly."

Expected benefit: Employees gain a clearer understanding of their strengths and feel that their contributions are valued.

4. Encourage Participation and Different Perspectives

Create opportunities for employees to contribute ideas and participate in decisions that affect their work.

What to do:

- Invite suggestions before making important team decisions.
- Use open-ended questions during meetings.
- Give quieter employees opportunities to contribute without putting them under pressure.
- Explain how employee input has influenced decisions.

Example: Before changing a team process, ask, "What difficulties do you see with our current approach, and what would you recommend improving?"

Expected benefit: Broader participation, better-informed decisions, and a stronger sense of shared responsibility.

5. Replace Micromanagement with Clear Expectations and Autonomy

Focus on agreed objectives and results rather than continuously monitoring how employees complete their tasks.

What to do:

- Define responsibilities, deadlines, and quality expectations.
- Agree on appropriate milestones and progress updates.
- Allow employees flexibility in how they organise their work.
- Adjust the level of guidance according to experience and support needs.

Example: Instead of requesting constant updates, agree on a weekly progress review and clearly define when the employee should seek assistance.

Expected benefit: Greater autonomy, accountability, confidence, and opportunities for professional development.

6. Make Fair and Transparent Decisions

Ensure that decisions about responsibilities, opportunities, recognition, and professional development are based on clear and consistent criteria.

What to do:

- Explain the criteria used in decisions.

- Consider whether all relevant employees have had fair opportunities to participate.
- Be aware of possible assumptions or unconscious bias.
- Discuss individual support needs while maintaining appropriate confidentiality.

Example: When selecting an employee for training, explain the relevant skills, development needs, and selection criteria rather than relying on personal familiarity or informal preferences.

Expected benefit: Greater confidence in management decisions and a stronger perception of fairness within the team.

7. Respond Constructively to Mistakes, Concerns, and Disagreements

Create conditions in which employees can raise problems, express different opinions, and ask for support without fear of humiliation or unfair treatment.

What to do:

- Listen carefully before drawing conclusions.
- Focus on understanding the situation rather than immediately assigning blame.
- Address inappropriate behaviour consistently.
- Discuss what can be learned and what support or corrective action is needed.

Example: When an employee makes a mistake, ask, "What happened, what contributed to the problem, and how can we prevent it from happening again?"

Expected benefit: Stronger psychological safety, more open communication, and improved team learning.

Putting These Actions into Practice

Inclusive leadership develops through consistency rather than occasional initiatives. Managers should begin with a few actions that address the most relevant needs of their teams and gradually integrate them into everyday management routines.

For example, a manager might start by introducing regular one-to-one conversations, improving the transparency of team decisions, and creating more opportunities for employee participation.

These actions are particularly relevant when managing Generation Z employees, but they are equally valuable for building inclusive, respectful, and effective multigenerational teams.

Quick Tool: Inclusive Leadership Self-Assessment

How Inclusive Is Your Everyday Management Practice?

Inclusive leadership begins with awareness of one's own management behaviour. This short self-assessment helps managers reflect on how consistently they apply the principles of fairness, transparency, respect, psychological safety, participation, and recognition in their everyday work.

Time required: 5–10 minutes

How to use this tool:

Read each statement and assess how consistently it reflects your current management practice.

Use the following rating scale:

1 – Never or almost never
2 – Rarely
3 – Sometimes
4 – Often
5 – Consistently

Be as realistic as possible. The purpose is not to achieve a perfect score, but to identify opportunities for improvement.

Step 1. Assess Your Inclusive Leadership Practices

Dimension	Self-Assessment Statements	Score (1–5)
1. Fairness & Equity	I apply transparent and consistent criteria when allocating opportunities, responsibilities, and recognition.	_____
	I consider individual support needs while maintaining fair expectations for all employees.	_____
2. Openness & Transparency	I clearly explain decisions, expectations, and the reasons behind them.	_____
	I encourage two-way communication and actively listen to different perspectives.	_____
3. Respect & Inclusion	I treat employees with respect regardless of their age, background, abilities, or working styles.	_____
	I ensure that all team members have meaningful opportunities to contribute.	_____
4. Trust & Psychological Safety	Employees can raise concerns, ask questions, or express different opinions without fear of unfair negative consequences.	_____
	I respond constructively to mistakes and focus on learning and improvement.	_____
5. Participation & Empowerment	I involve employees in decisions that affect their work whenever appropriate.	_____
	I provide appropriate autonomy while maintaining clear objectives and accountability.	_____
6. Recognition & Belonging	I regularly acknowledge individual and team contributions in a fair and specific way.	_____
	I create opportunities for employees to feel connected, valued, and included within the team.	_____

Step 2. Identify Your Priority for Improvement

Review your scores and calculate the average for each dimension by adding its two scores and dividing by two.

Dimension	Average Score
Fairness & Equity	___ / 5
Openness & Transparency	___ / 5
Respect & Inclusion	___ / 5
Trust & Psychological Safety	___ / 5
Participation & Empowerment	___ / 5
Recognition & Belonging	___ / 5

Reflection questions:

- Which dimension received my lowest score?
- Which management behaviour would make the greatest difference to my team?
- Is there a gap between how I perceive my leadership and how employees may experience it?

My priority area for improvement:

Step 3. Commit to One Practical Action

Choose one realistic action that you can implement within the next two weeks.

My improvement action:

I will _____

When will I start?

How will I know whether I have made progress?

Example

Priority area: Participation & Empowerment

Action: During the next four weekly team meetings, I will invite suggestions from all team members before finalizing decisions that affect their work.

Progress indicator: I will review whether more employees have contributed ideas and whether their suggestions have been considered in team decisions.

Step 4. Review Your Progress

After four weeks, return to your selected priority area and reflect:

- Have I implemented my planned action?
- What changes have I noticed in my own behavior?
- Have I received any feedback from employees?
- What should I continue, adjust, or improve?

Remember: Inclusive leadership is a continuous learning process. Small, consistent improvements in everyday management behavior can contribute to a more respectful, supportive, and inclusive working environment.

This tool is intended for personal reflection and professional development. It is not a validated psychological assessment or a formal measure of leadership performance.

III. Mental Health & Wellbeing on Work



Photo 3. © Dzmitry Auramchik | Dreamstime.com

3.1. Mental Health Awareness and Wellbeing

Mental health awareness is becoming increasingly important in workplaces. High workloads, constant deadlines, pressure to be permanently available online, difficulty separating work from personal life – these factors can contribute to chronic stress, emotional exhaustion, anxiety, and burnout. At the same time, digitalisation and constant connectivity have changed the way people work. Information overload, continuous notifications, online meetings and multitasking can leave employees mentally overwhelmed and make it difficult to disconnect.

What Is Mental Health Awareness?

Mental Health Awareness in the workplace means understanding, recognizing, and supporting employees' mental health within the professional environment. It involves creating a culture where people feel comfortable talking about stress, anxiety, burnout, emotional pressure, and other mental health challenges without fear of judgment or discrimination.

The modern workplace is often associated with high demands, tight deadlines, and constant pressure to achieve results. When mental health is neglected, it can lead to decreased motivation, lower productivity, conflicts within teams, and even the loss of valuable employees.

Mental Health Awareness is not only about reacting when problems arise. It is a proactive approach through which organizations encourage work-life balance, emotional support, open communication, and a healthy work environment.

Companies that invest in the mental wellbeing of their employees demonstrate that they value people not only as professionals, but also as individuals. This creates a better workplace environment, increases trust, and builds stronger and more resilient teams.

Mental Health

Mental Health refers to a person's emotional, psychological, and social wellbeing. It affects how people think, feel, communicate, handle stress, make decisions, and perform in their daily lives and at work.

Good mental health enables employees to stay productive, motivated, resilient, and engaged in their professional responsibilities.



Wellbeing at Work

Wellbeing at Work refers to the overall physical, mental, emotional, and social wellbeing of employees within the workplace. It includes creating a healthy, supportive, and balanced work environment where people feel safe, valued, respected, and motivated to perform at their best. Workplace wellbeing is closely connected to employee satisfaction, productivity, engagement, and long-term organizational success.



Mental health is just as important as physical health. Employees who feel mentally supported and psychologically safe are more motivated, more productive, and more engaged in organizational life.

Why Does Mental Health Awareness Matter in the Workplace?

Investing in mental health awareness in the workplace is no longer optional. It has become a key driver of sustainable performance, employee wellbeing, and long-term organizational success. According to the World Health Organization, approximately 15% of working-age

adults experience mental health conditions, contributing to significant productivity losses globally (World Health Organization [WHO], 2022).

Poor mental health affects multiple dimensions of work, including productivity, communication, motivation, teamwork, creativity, and innovation. When these factors are compromised, both individual and organizational performance decline.

Generation Z employees place particular importance on mental wellbeing, psychological safety, work-life balance, and supportive workplace cultures. Many are less willing to accept psychologically unsafe work environments and expect employers to actively support mental health and wellbeing.



Key characteristics of Generation Z in the workplace include:

- Higher awareness of mental health issues
- More likely to leave unsupportive and toxic workplaces
- A strong need for meaning, balance, and psychological safety

Organizations that fail to respond to these expectations may face challenges such as employee disengagement, reduced retention, and difficulties attracting and retaining young talent.

Specifically for Gen Z:

- They choose employers based on shared values
- Low tolerance to unhealthy work environments
- They seek support and open dialogue

Implementing mental health awareness is not a one-time initiative but a continuous, long-term process. Organizations that prioritize mental wellbeing tend to develop healthier, more resilient, and more effective teams.

One of the key reasons mental health awareness is essential is the prevention of occupational burnout. Prolonged stress, excessive workload, and lack of organizational support can lead to emotional exhaustion, anxiety, and reduced performance. Early recognition and timely intervention are essential for preventing these outcomes.

Research also indicates that psychosocial risks such as high job demands, low autonomy, and lack of recognition are key determinants of workplace mental health (EU-OSHA, 2023).

Addressing these risks require systemic organizational interventions rather than isolated wellbeing initiatives.

Organizations that cultivate a supportive mental health culture typically experience:

- Higher productivity
- Lower absenteeism rates
- Improved team communication
- Greater employee engagement
- Reduced staff turnover



When employees feel that their wellbeing is valued and their voices are heard, they develop a stronger sense of trust and connection with their employer. This strengthens both individual performance and overall organizational culture.

In today's working environment, mental health awareness is no longer an optional initiative but an essential component of sustainable people management and effective business strategy.

What Should Managers Do? Developing a Workplace Mental Health Strategy

Workplace Wellbeing and Mental Health Strategy

It is a comprehensive organizational approach through which a company creates an environment that supports employees' wellbeing, resilience, and mental health. Within this strategy, mental health awareness plays a key role.

Many companies still view wellbeing as a series of isolated initiatives such as workshops, office yoga sessions, or "Mental Health Week." Although these activities can be valuable, on their own, they do not create a sustainable culture of support.

Real change happens when wellbeing and mental health awareness become part of a **long-term organizational strategy.**

Seven Strategic Pillars of Workplace Mental Health and Wellbeing
1. Creating an open and supportive culture Employers should encourage open discussions about mental health in the workplace. When mental health is not treated as a taboo subject, employees are more likely to seek help, share concerns, and support one another. Examples: • open conversations between managers and employees; • anti-bullying policies; • anonymous feedback channels; • regular wellbeing check-ins.
2. Training managers and team leaders Managers should be able to recognize signs of stress, burnout, or emotional overload. Appropriate training helps managers communicate effectively, respond with empathy and intervene early when employees need support. Training may include: • emotional intelligence, • active listening, • conflict resolution, • stress management techniques.
3. Promoting work-life balance Flexible working arrangements, remote work opportunities, and respect for employees' personal time can significantly reduce stress levels and improve overall wellbeing and job satisfaction. Examples: • remote or hybrid work; • flexible working hours; • realistic deadlines; • limiting unnecessary meetings; • encouraging employees to take annual leave.
4. Providing Wellbeing and Psychological Support Companies can offer psychological counseling services, employee assistance programs, or partnerships with mental health professionals. These services should be confidential, accessible, and regularly communicated to employees.
5. Encouraging Regular Feedback and Communication Employees should feel heard and valued. Regular feedback sessions, surveys, and open communication channels help identify workplace issues and improve the overall working environment. Employers may use surveys, feedback meetings, wellbeing indicators and information about workplace stressors.

6. Organizing wellbeing initiatives and Social Support

Companies can organize wellbeing activities such as stress management workshops, sports events, peer support programs, mentoring, and team-building activities to strengthen employee engagement and belonging.

7. Leading by example from management

Leaders and senior management should actively support mental health initiatives and demonstrate healthy work habits themselves. When leaders openly discuss wellbeing, employees are more likely to trust and engage with such initiatives. This may include:

- executive support;
- clear wellbeing goals;
- sustainable workload management;
- regular evaluation of wellbeing programs.

Practical Toolkit for Managers

This section provides practical guidance for managers on how to support employee mental health and wellbeing in their daily work. It focuses on concrete behaviors and actions that can be applied in real workplace situations.

Practical Actions
1. Recognize Early Signs of Stress and Burnout Managers should pay attention to changes in employee behavior, such as: • decreased productivity; • withdrawal from team communication; • irritability or emotional reactions; • frequent absences; • exhaustion or lack of motivation. Early recognition allows managers to provide support before problems become more serious.
2. Maintain Open and Supportive Communication Managers should create a safe environment where employees feel comfortable discussing challenges and workload concerns. Good practices include: • regular one-to-one meetings; • active listening; • asking open questions; • showing empathy and understanding.

Example questions: *"How are you managing your workload?"*
"Is there anything causing additional stress?"
"How can I support you better?"

3. Manage Workload Realistically

Poor workload management is one of the main causes of burnout. Managers should:

- set realistic deadlines;
- prioritize tasks clearly;
- avoid excessive overtime;
- distribute workload fairly;
- monitor employee capacity regularly.

4. Respect Work-Life Boundaries

Managers should encourage healthy work habits by:

- respecting personal time;
- avoiding unnecessary after-hours communication;
- supporting vacation and breaks;
- discouraging overworking culture.

5. Support Employees During Difficult Situations

When employees experience stress or personal difficulties, managers should:

- remain calm and supportive;
- offer flexibility where possible;
- guide employees toward available support resources;
- maintain confidentiality.

6. Encourage Team Connection and Inclusion

Managers can strengthen wellbeing by:

- promoting teamwork and peer support;
- ensuring all employees feel included;
- addressing conflicts quickly;
- recognizing employee contributions.

7. Lead by Example

Employees often follow the behavior demonstrated by leadership. Managers should model healthy behaviors themselves by:

- taking breaks;
- managing stress appropriately;
- communicating respectfully;
- maintaining work-life balance.

Consistent application of these practices helps build a supportive work environment and reduces the risk of stress and burnout among employees.

Good Practices: Building Mental Health Awareness in SMEs

Mental health awareness does not require a large corporate budget or a dedicated wellbeing department. Small and medium-sized enterprises can make meaningful progress by encouraging open conversations, training approachable colleagues, and making professional support more accessible.

The following examples demonstrate how two UK companies have translated their commitment to mental health into practical workplace measures.

Good Practice: Momentum – Making Mental Health Support Part of Everyday Working Life

Organization: Momentum, United Kingdom
Sector: Structural engineering consultancy
Company size: 38 employees

Challenges:

Momentum is a small structural engineering consultancy working across several sectors. Its employees manage demanding projects, strict deadlines, and responsibilities that can create considerable workplace pressure.

Recognizing these challenges, the company has developed a practical approach to mental health and wellbeing, combining awareness, early support, and healthier working arrangements.

What has the company done?

- **Mental health awareness and support:** Two employees have been trained as Mental Health First Aid Responders. They help promote positive attitudes towards mental health, provide information, and guide colleagues towards professional support when needed.
- **Access to professional assistance:** Employees have access to a healthcare benefit that includes mental health support, such as a professional helpline and financial assistance towards therapy.
- **Open communication:** The company holds regular wellbeing discussions and encourages employees to speak about mental health concerns without fear of judgement.
- **Flexible working arrangements:** Employees benefit from flexible working options, including a nine-day fortnight, helping them manage work and personal responsibilities.

- **Supportive leadership:** The organization encourages participation, mentoring, and an approachable management culture.

What can managers learn?

Momentum demonstrates that even a small company can develop a structured approach to workplace mental health. The starting point is not necessarily an expensive programme, but a clear commitment to listening, reducing stigma, and making support accessible.

Managers can begin by identifying approachable colleagues willing to receive appropriate training, discussing workplace pressures openly, and reviewing whether existing working arrangements support employee wellbeing.

Source: Mind, "The Mental Health at Work Commitment in a Small Workplace: Momentum",

Link: Mental Health at Work Commitment in an SME: Momentum | Mind

Good Practice: LEW Electrical – Making Mental Health Conversations Part of Workplace Culture

Organization: LEW Electrical Distributors, United Kingdom
Sector: Electrical wholesale distribution
Company size: 215 employees across 20 branches and a central head office

Challenges:

LEW Electrical operates across multiple locations, with employees working in different roles, including warehouses, branches, and management.

The company recognized that discussing mental health could be challenging, particularly in a traditionally male-dominated working environment where long hours may be common.

Rather than relying only on managers to provide support, LEW Electrical expanded mental health training across its workforce.

What has the company done?

- **Training employees:** The company has trained 34 employees as Mental Health First Aiders.
- **Creating accessible support:** Trained colleagues are distributed across the organization, helping employees find someone they can approach when they need support.
- **Encouraging open conversations:** The initiative aims to reduce stigma and make discussions about mental health a normal part of workplace life.

- **Embedding support in the organization:** Mental health awareness is treated as an ongoing responsibility rather than a one-off awareness campaign.

What can managers learn?

LEW Electrical demonstrates the value of making mental health support visible and accessible across different teams and locations.

For SMEs with several departments or branches, training a small network of approachable employees can help create opportunities for early conversations and guide colleagues towards appropriate assistance.

Source: Mental Health First Aid England, "LEW Electrical: Building a Culture Where Mental Health Conversations Feel Normal",

Link: LEW Electrical: Building a culture where mental health conversations feel normal - Mental Health First Aid England

Key Lessons for Managers

Both examples highlight a common principle: workplace mental health awareness becomes more effective when it is reflected in everyday organizational practices.

Managers can start with three priorities:

1. **Make conversations possible:** Encourage respectful, non-judgmental discussions about workplace pressures and mental health.
2. **Make support accessible:** Ensure employees know whom they can approach and where to find professional assistance.
3. **Make wellbeing part of management practice:** Review workloads, working arrangements, and opportunities for employee feedback regularly.

The key message: A mentally healthy workplace is not built through occasional awareness events alone. It develops through consistent leadership, accessible support, and everyday practices that demonstrate genuine care for employees.

Quick Tool: Mental Health Awareness Check-In for Managers

Purpose: To help managers recognize potential workplace stressors, initiate supportive conversations, and identify practical actions that promote employee mental health and wellbeing.

Time needed: 5–10 minutes

Mental health awareness begins with paying attention to everyday working conditions and creating opportunities for open communication. Managers do not need to diagnose mental health problems. Their role is to recognize possible concerns, listen without judgement, and help employees access appropriate support.

Step 1. Observe – Recognise Possible Warning Signs

Consider whether you have noticed any changes in your team or individual employees:

- Reduced participation or withdrawal from team communication.
- Unusual tiredness, irritability, or difficulty concentrating.
- Increasing workloads, frequent overtime, or missed breaks.
- Changes in work performance or repeated absences.
- Signs of digital overload, such as constant notifications or expectations of immediate responses.

These signs do not necessarily indicate a mental health condition. They are signals that working conditions or individual support needs may deserve attention.

Step 2. Listen – Start a Supportive Conversation

Choose an appropriate moment for a private, respectful conversation. Focus on the employee's experience and working conditions rather than making assumptions about their mental health.

Useful questions:

- How are you managing your current workload?
- Is anything at work making your tasks more difficult or stressful?
- Do you feel you have enough time and resources to complete your work?
- Are our communication practices helping you, or creating additional pressure?
- What could I or the team do differently to support you?

Listen carefully, avoid judgement, and respect the employee's choice about what they wish to share.

Step 3. Act – Identify One Practical Improvement

Based on the conversation or your observations, consider whether a change in working practices could help.

Area	Possible Managerial Action
Workload and deadlines	Review priorities, redistribute tasks, or agree on realistic deadlines.
Work-life balance	Respect working hours, encourage breaks, and avoid unnecessary after-hours communication.
Digital wellbeing	Introduce focus periods, clarify response-time expectations, and reduce unnecessary notifications or meetings.
Communication and support	Arrange regular one-to-one conversations and encourage open, respectful feedback.
Professional support	Explain how employees can access available confidential wellbeing services or professional assistance.

Step 4. Follow Up – Check Whether the Change Helps Agree on one realistic action and a suitable time to review it. My next action:
Who or what is needed to support this action?
When will I follow up?
During the follow-up conversation, ask whether the change has helped and whether any additional adjustments are needed.

Reminder for Managers: Notice → Listen → Support → Follow Up

Managers play an important role in creating mentally healthy workplaces, but they are not expected to act as mental health professionals.

Avoid diagnosing employees, requesting unnecessary personal health information, or promising absolute confidentiality where organizational safeguarding obligations may apply. Where appropriate, involve qualified professionals or designated support services.

Remember: Mental health awareness is not about monitoring employees' private lives. It is about recognizing workplace pressures, encouraging respectful dialogue, and taking practical steps to create healthier working conditions.

3.2. Resilience and Stress Management Programs

Resilience and stress management programs help organizations create working conditions in which employees can cope with challenges, adapt to change, and maintain their wellbeing. They combine practical skills development with supportive management practices and appropriate organizational measures.

What is Resilience?

Resilience is the ability to adapt to challenges, manage pressure, recover from difficulties, and continue functioning effectively in changing or demanding situations. In the workplace, resilience refers to the capacity of employees and teams to respond constructively to stress, uncertainty, setbacks, and change while maintaining their wellbeing and ability to collaborate.

Resilience does not mean avoiding stress or never experiencing difficulties. Rather, it involves having the skills, resources, and support systems needed to manage challenges and recover effectively.

A Resilient Workplace

A resilient workplace is not one where employees experience no challenges. It is one where people have the tools, supportive relationships, and organizational conditions that help them navigate difficulties in a healthy and sustainable way.

Importantly, resilience-building should complement, not replace, employers' responsibility to prevent excessive workloads, address harmful working conditions, and reduce avoidable sources of stress.

Resilience and Mental Health

Although resilience and mental health are closely connected, they represent different aspects of employee wellbeing:

- **Mental health** concerns a person's overall psychological and emotional wellbeing, as discussed in Section 3.1.
- **Resilience** refers to the ability to respond to difficulties, adapt to challenges, and recover when facing stress, pressure, or change.

Mental health awareness helps organisations recognise and respond to employees' wellbeing needs, while resilience-building approaches provide practical skills and strategies for coping with workplace challenges. Together, they contribute to a working environment in which employees can manage challenges effectively while maintaining their psychological wellbeing.

Why Does Resilience Matter at Work? – Key Benefits

Modern workplaces are characterized by rapid technological development, changing professional roles, increasing complexity, and new ways of working. Employees need to adapt to these changes while managing everyday responsibilities, uncertainty, and pressure.

Resilience helps individuals and teams respond constructively to challenges. When supported by effective management and healthy working conditions, it contributes to both employee wellbeing and sustainable organizational performance.

Key Benefits of Building Resilience at Work

Benefit	***Value for Employees and Organisations***
1. Better stress management	Employees develop healthier ways of responding to workplace pressure, recognising stress signals, and seeking support when needed.
2. Greater adaptability to change	Employees and teams become better equipped to navigate new technologies, changing responsibilities, and unexpected challenges.
3. Improved recovery and wellbeing	Appropriate coping strategies, recovery opportunities, and supportive working conditions help employees maintain energy and psychological wellbeing.
4. Stronger problem-solving and confidence	Employees are better prepared to approach setbacks constructively, explore solutions, and learn from difficult experiences.
5. Better teamwork and cooperation	Supportive relationships and shared coping strategies help teams communicate, collaborate, and respond to challenges together.
6. Sustainable performance and engagement	By combining resilience skills with manageable workloads and adequate support, organisations can help employees remain motivated and effective over time.

Role of Organizations
Building resilience should therefore not be seen only as an individual responsibility. Organizations play an important role **by creating conditions** that support recovery, psychological safety, realistic workloads, learning opportunities, and open communication.

Why Does Resilience Matter for Generation Z?

Generation Z enters the workplace during a period of rapid social, technological, and economic change. While every generation experiences workplace challenges, young employees today face a combination of digital intensity, uncertainty, and evolving expectations about work.

Supporting resilience among Generation Z does not mean assuming that young employees are less capable of handling challenges. Rather, it means recognising that their experiences

and working environments create specific pressures that require appropriate skills, guidance, and support systems.

1. Digital Overload

Generation Z has grown up in a highly connected environment where communication, information, learning, and social interaction frequently take place online.

While digital technologies offer flexibility and new opportunities, constant connectivity can also contribute to:

- information overload and difficulty maintaining focus;
- pressure to respond immediately to messages;
- difficulty disconnecting from work-related communication;
- reduced opportunities for recovery;
- social comparison and additional pressure through digital platforms.

What can managers do?

Managers can support healthier digital habits by establishing reasonable communication expectations, respecting employees' time outside working hours, encouraging regular breaks, and protecting periods of focused work.

2. Uncertainty About the Future

Generation Z is entering professional life during a period of economic uncertainty, technological transformation, and changing career paths.

Young employees may ask themselves:

- How will technology change my role?
- What skills will I need in the future?
- How can I build a stable career?
- How can I continue developing in a changing environment?

Without adequate guidance, such uncertainty can contribute to stress and reduced confidence.

What can managers do?

Managers can strengthen resilience by providing clear expectations, regular feedback, learning opportunities, career development conversations, and transparent communication during periods of change.

3. Workplace Transitions

Starting a career involves adapting to professional responsibilities, workplace expectations, new relationships, and unfamiliar organisational environments.

For Generation Z, these transitions may also involve hybrid working arrangements, digital collaboration, and changing leadership practices.

Resilience supports young employees in developing adaptability, confidence, problem-solving skills, and constructive responses to setbacks.

What can managers do?

Organisations can facilitate these transitions through structured onboarding, mentoring, supportive leadership, and access to practical learning resources.

The Employer's Responsibility

Building resilience requires more than individual coping strategies. Employers and managers should combine resilience-building programs with supportive working conditions, realistic workloads, effective communication, and opportunities for recovery.

The goal is not to make employees tolerate unhealthy levels of stress, but to help them develop the skills and receive the support needed to manage challenges sustainably.

What Managers Can Do: Building Resilience at Work

Building resilience requires more than individual coping skills. The workplace environment, management practices, and relationships between colleagues influence how employees respond to pressure, adapt to change, and recover from difficult experiences.

Employers and managers can support resilience through two complementary approaches:

- **Creating resilience-supportive working conditions** that reduce avoidable stress and provide employees with clarity, support, and opportunities for recovery.
- **Developing practical resilience skills** that help employees manage pressure, respond constructively to challenges, and maintain healthy working habits.

Both approaches are essential. Resilience training alone cannot compensate for excessive workloads or unhealthy working conditions.

Creating Resilience-Supportive Working Conditions

1. Effective Workload Management

Continuous pressure, unclear priorities, unrealistic deadlines, and insufficient recovery time can increase workplace stress and contribute to exhaustion.

Managers can help by:

- setting clear priorities and realistic expectations;
- reviewing workload distribution and employee capacity;
- adjusting deadlines, tasks or resources when pressures become excessive.

Example: During a particularly demanding project, a manager reviews priorities with the team, postpones non-essential tasks, and agrees on realistic deadlines rather than expecting employees to manage excessive demands independently.

2. Supportive Communication

Employees are better able to manage challenges when they feel listened to, respected, and supported. Open communication also helps managers identify difficulties early and respond appropriately.

Managers can encourage supportive communication through:

- regular check-ins to discuss challenges, priorities and support needs;
- constructive feedback, active listening and recognition of progress;
- transparent communication during organizational changes.

Example: A manager introduces a short weekly check-in in which employees can raise concerns, discuss priorities, and identify where additional support is needed.

3. Creating Opportunities for Recovery

Resilience depends not only on how employees respond to stress but also on their ability to recover after demanding periods.

Managers can support recovery by:

- encouraging regular breaks during the working day;
- respecting working hours and personal boundaries;
- avoiding unnecessary communication outside working hours;
- allowing recovery time after particularly intensive projects;
- demonstrating healthy working habits themselves.

Example: After completing a demanding project, a manager schedules time for reflection and recovery before assigning the next major deadline.

4. Strengthening Peer Support

Resilience is also strengthened through supportive relationships and social connection. Employees are better equipped to manage challenges when they feel supported by colleagues and experience a sense of belonging within their teams.

Peer support helps employees to:

- share experiences and practical solutions;
- learn from colleagues;
- reduce feelings of isolation;
- build trust and belonging;

- receive informal encouragement during challenging periods.

Organizations can strengthen peer support through mentoring programs, buddy systems for new employees, peer learning groups, team reflection sessions, and communities of practice.

Example: A new employee is paired with an experienced colleague who provides practical guidance, answers everyday questions, and offers informal support during the first months of employment.

For Generation Z, peer connections can be particularly valuable when entering professional life, adapting to workplace expectations, and building confidence and professional relationships.

Combining individual resilience skills with supportive relationships helps create teams that can respond to challenges, learn from difficulties, and recover together.

Creating supportive working conditions provides the foundation for resilience. The next step is to equip employees with practical techniques for managing stress, maintaining focus, and developing healthy routines.

Developing Practical Resilience Skills

While supportive working conditions provide the foundation for resilience, employees also benefit from practical skills that help them recognize stress, manage difficult situations, maintain emotional balance, and recover effectively.

Resilience skills can be developed through short training sessions, guided exercises, everyday routines, and opportunities to reflect on workplace experiences. These approaches should be accessible, voluntary where appropriate, and adaptable to different individual needs.

Three complementary areas are particularly relevant: mindfulness, stress management, and healthy routines.

1. Mindfulness – Developing Awareness and Focus

Mindfulness refers to the ability to focus attention on the present moment with awareness and without immediate judgment.

In the workplace, mindfulness practices can help employees:

- improve focus and concentration;
- recognise early signs of stress;
- become more aware of emotional reactions;
- create moments of calm during demanding situations;
- develop greater self-awareness.

Mindfulness does not require lengthy meditation sessions. Simple practices can be integrated into the working day.

Technique	How It Can Be Applied
Short breathing pause	Take a brief pause before an important meeting or after a demanding task, focusing on slow, comfortable breathing.
Mindful break	Step away from the screen, notice the surroundings, and redirect attention away from work-related demands for a few minutes.
Moment of reflection	After a challenging situation, reflect on what happened, how you responded, and what might help next time.
Guided mindfulness exercise	Use a short audio exercise or digital resource to practise attention and relaxation.

Example for managers: Before a demanding workshop, a manager can offer participants a brief, optional moment to settle and focus. Employees should be free to choose whether to participate.

For Generation Z employees working in digitally intensive environments, mindfulness can be one useful approach to managing attention, reducing unnecessary distractions, and creating opportunities to disconnect.

2. Stress Management – Developing Effective Coping Strategies

Stress management involves recognizing sources of pressure, understanding personal stress responses, and developing constructive ways of responding to challenging situations.

The objective is not to eliminate every demanding situation, but to prevent excessive or prolonged stress from undermining wellbeing.

Practical techniques

Technique	How It Can Be Applied
Prioritisation and time management	Identify the most important tasks, set realistic goals, and break complex assignments into manageable steps.
Breathing and relaxation	Use simple relaxation exercises to manage immediate tension and regain focus.
Cognitive coping strategies	Examine stressful situations from different perspectives, distinguish controllable from uncontrollable factors, and identify possible solutions.
Problem-solving	Define the challenge, explore alternatives, identify available support, and agree on practical next steps.
Digital stress management	Reduce unnecessary notifications, establish communication boundaries, and protect periods of focused work.
Seeking support	Discuss difficulties with a manager, colleague, mentor, or appropriate professional support service when needed.

Example for managers: When an employee feels overwhelmed by competing deadlines, the manager can help identify priorities, clarify expectations, redistribute tasks where possible, and agree on a realistic action plan.

This combines individual coping strategies with practical organizational support.

3. Healthy Routines – Supporting Recovery and Sustainable Performance

Daily habits influence employees' energy levels, concentration, and ability to recover from demanding experiences. Small, consistent routines can support resilience when combined with healthy working conditions.

Useful practices include:

- **Regular breaks:** Taking short breaks during demanding tasks to maintain concentration and reduce fatigue.
- **Healthy work boundaries:** Establishing reasonable limits on working hours and digital availability.
- **Physical movement:** Incorporating movement or active breaks into the working day.
- **Recovery time:** Allowing sufficient rest after periods of high workload.
- **Reflection:** Using brief self-assessment or journaling to identify stress patterns and helpful coping strategies.
- **Work–life balance:** Maintaining routines that protect time for personal activities, relationships, and rest.

Example for managers: A team can agree on meeting-free periods for focused work, encourage regular breaks, and establish shared expectations about communication outside working hours.

For Generation Z, who may be accustomed to continuous digital connectivity, developing sustainable routines can be particularly helpful in maintaining boundaries between professional and personal life.

From Individual Skills to Everyday Practice

Mindfulness, stress management, and healthy routines are complementary approaches. Their value increases when employees can practice them consistently and when managers create conditions that make healthy behavior possible.

These techniques should not be treated as substitutes for addressing excessive workloads, harmful working conditions, or situations requiring professional mental health support.

Employers can strengthen their impact by incorporating practical resilience activities into workplace learning programs and everyday management practices.

Good Practices and Program Examples: Building Resilience in Organizations

Resilience-building becomes more effective when practical skills are supported by structured learning opportunities and everyday workplace initiatives. Organizations can select approaches that correspond to their size, resources, and employees' needs.

A. Program Options for Employers

The following four approaches illustrate how employers can translate resilience-building principles into practical initiatives.

Program Type	Possible Activities	Example of Implementation	Expected Benefit
1. Short Resilience and Wellbeing Sessions	Brief workshops, guided mindfulness exercises, stress management activities, and practical coping techniques.	A monthly 30-minute workshop introduces one practical resilience technique that employees can try during the following weeks.	Accessible skills that employees can apply in everyday situations.
2. Structured Resilience Learning Programs	Resilience training, mindfulness courses, digital wellbeing education, and self-directed e-learning.	A four-week program combines short online lessons, reflection activities, and optional group discussions.	Opportunities to develop and practise resilience skills over time.
3. Recovery-Friendly Workplace Initiatives	Protected focus periods, regular breaks, reasonable communication expectations, and workload reviews.	A team establishes core communication hours and reviews workloads after demanding project milestones.	Better opportunities for recovery and sustainable performance.
4. Peer Support and Mentoring Programs	Buddy systems, mentoring, peer learning groups, and team reflection sessions.	New employees are paired with experienced colleagues for guidance and informal support during their first three months.	Stronger social connections, confidence, and a sense of belonging.

These approaches can be introduced individually or combined into a broader workplace resilience program. Their effectiveness depends not only on the activities offered but also on management support, employee participation, and healthy working conditions.

B. Real-World Good Practices: Resilience and Stress Management in Organizations

The following examples demonstrate how established organizations have introduced programs to strengthen employee wellbeing, develop resilience-related skills, and provide support during challenging situations. Although these initiatives are not designed exclusively

for Generation Z, they offer approaches that employers can adapt to support younger employees.

Good Practice 1: SAP – Global Mindfulness Practice

Organization: SAP, Germany

Approach: Structured mindfulness and emotional intelligence training.

SAP introduced its Global Mindfulness Practice in 2012 as an employee-led initiative. The program subsequently developed into an established part of the company's organisational culture.

One of its central components is *Search Inside Yourself*, a 16-hour training program that combines mindfulness, self-awareness, emotional intelligence, and practical exercises.

According to SAP's published information from 2022, more than 14,000 employees had participated in the training, supported by a network of certified trainers and mindfulness ambassadors across multiple countries.

Relevance for Generation Z: The program illustrates how organisations can provide structured opportunities to develop self-awareness, concentration, emotional regulation, and strategies for responding to workplace challenges.

Lesson for employers: Resilience-related skills can be developed through structured training and reinforced through internal communities that support continued practice.

Link: Mindfulness Day 2022 | Mindfulness as a Superpower | SAP News

Good Practice 2: Unilever – Healthier U and Mental Health Champions

Organisation: Unilever, international

Approach: Integrated employee wellbeing and peer-support programs.

Unilever's *Healthier U* program combines physical and mental health support, coaching, and access to wellbeing resources.

The company also operates a Mental Health Champions network, in which trained colleagues offer supportive conversations and help employees identify appropriate resources.

According to Unilever's published information, Healthier U has reached more than 59,000 employees across 56 countries, while nearly 4,000 colleagues have received Mental Health Champion training since 2020.

Relevance for Generation Z: The combination of structured support, accessible resources, and trusted colleagues can be particularly valuable for employees navigating professional transitions and unfamiliar workplace challenges.

Lesson for employers: Effective resilience support can combine individual learning resources with accessible peer-support networks and organisational measures.

Link: Employee health and wellbeing | Unilever

Good Practice 3: Deloitte UK – Mental Health Champions and Workplace Wellbeing Support

Organisation: Deloitte UK, United Kingdom

Approach: Peer support, leadership involvement, and accessible wellbeing resources.

Deloitte UK has developed a network of trained Mental Health Champions who provide a listening ear and help colleagues find appropriate support.

Its broader approach includes confidential employee assistance, practical guidance for managers, wellbeing resources, and opportunities for teams to discuss working preferences and expectations.

The organisation also provides tailored wellbeing support for employees joining the firm and during their early careers.

Relevance for Generation Z: Accessible peer support and early-career guidance can help young employees build confidence, seek assistance, and manage challenges during their transition into professional life.

Lesson for employers: Resilience-supportive workplaces benefit from trained contact persons, visible leadership commitment, and clear pathways to assistance.

Link: Diversity, Inclusion & Wellbeing | Deloitte UK

What Can Smaller Organisations Learn?

These examples demonstrate that resilience programs can take different forms. While large organisations may operate extensive global initiatives, smaller employers can adapt their underlying principles by:

- offering short, regular resilience training sessions;
- identifying and training appropriate internal support contacts;
- establishing mentoring or buddy programs;
- making support resources accessible;
- integrating wellbeing considerations into everyday management.

The central lesson is that resilience develops through a combination of practical skills, supportive relationships, and organisational commitment.

Practical Guide for Managers: Implementing Resilience and Stress Management Programs

Building resilience in the workplace requires more than offering occasional training sessions or wellbeing activities. Managers need a practical approach that connects employees' needs, organisational conditions, appropriate learning opportunities, and continuous support.

The following five-step guide has been developed within the MIND THE GAP project, drawing on internationally recognised recommendations for workplace mental health and psychosocial risk management (WHO, 2022; EU-OSHA).

Step 1. Identify Workplace Stressors and Employee Needs

Goal: Understand the main challenges employees experience before selecting a resilience programme.

What managers can do:

- Discuss workload, work-related pressure, and support needs during regular team meetings or individual check-ins.
- Identify recurring challenges, such as unclear priorities, excessive deadlines, digital overload, or difficulties adapting to organisational changes.
- Invite employees to share suggestions through anonymous surveys or voluntary feedback.
- Pay particular attention to challenges faced by employees entering professional life, including Generation Z.

Practical example: A manager notices that younger employees frequently respond to work-related messages outside working hours. A short team discussion reveals that expectations about availability are unclear.

Recommended action: Establish clear communication boundaries before introducing additional digital stress management training.

Expected result: A clearer understanding of workplace stressors and the organisational changes or support activities that may be needed.

Step 2. Select Appropriate Resilience-Building Activities

Goal: Choose activities that respond to identified needs rather than introducing generic wellbeing initiatives.

What managers can do:

- Match the main workplace challenges with relevant resilience-building approaches.
- Consider short workshops, structured learning programmes, peer support, or recovery-friendly workplace practices.
- Use available resources, including the MIND THE GAP e-learning modules.
- Select activities that are realistic in terms of time, budget, and employee availability.
- Involve employees in choosing activities and allow appropriate flexibility in participation.

Practical example: If employees report difficulties managing competing deadlines, a manager may combine a short prioritisation workshop with clearer task planning and regular workload reviews.

Expected result: A program that addresses actual workplace needs and combines individual skills development with organisational support.

Step 3. Introduce the Program and Encourage Participation

Goal: Make resilience-building activities accessible, relevant, and supported by management.

What managers can do:

- Explain the purpose of the program and the benefits for employees.
- Communicate clearly what participation involves and whether it is voluntary.
- Allocate appropriate time during working hours.
- Encourage participation without requiring employees to disclose personal mental health information.
- Demonstrate commitment by respecting healthy working habits and participating in suitable activities themselves.

Practical example: A manager introduces a monthly 30-minute resilience session during working hours. Employees can choose relevant activities, and the team is informed that participation will not be used to assess individual performance.

Expected result: Employees understand the initiative and have a realistic opportunity to participate without additional pressure.

Step 4. Integrate Resilience into Everyday Management

Goal: Ensure that resilience-building does not remain an isolated training activity.

What managers can do:

- Include brief discussions about workload and support needs in regular check-ins.
- Encourage employees to apply techniques learned during training.
- Maintain realistic expectations, clear priorities, and reasonable communication boundaries.
- Support mentoring, peer learning, and collaboration.
- Review working arrangements after particularly demanding periods.

Practical example: Following a stress management workshop, a manager introduces a brief weekly team discussion about priorities, workload, and possible obstacles. Employees can suggest adjustments before pressure becomes excessive.

Expected result: Resilience-supportive practices become part of everyday work rather than occasional initiatives.

Step 5. Collect Feedback and Improve the Program

Goal: Understand whether the initiative is useful and identify opportunities for improvement.

What managers can do:

- Ask employees whether the activities are relevant, accessible, and helpful.
- Use short, anonymous feedback questionnaires where appropriate.
- Review participation and identify practical barriers.
- Discuss whether workplace stressors are being addressed, not only whether employees have attended training.
- Adjust activities, resources, or management practices based on feedback.

Practical example: After three months, a manager invites employees to complete a short anonymous survey. Feedback indicates that the workshops were useful, but unclear task priorities remain a significant source of stress.

The manager therefore maintains the learning activities while introducing more structured workload planning.

Expected result: A resilience program that evolves according to employees' needs and workplace conditions.

Key Principle for Managers

Resilience programs should help employees develop practical coping skills while also improving the conditions in which they work.

The success of a resilience initiative should not be measured only by participation in training, but also by whether employees receive meaningful support and avoidable sources of workplace stress are addressed.

Connecting Workplace Initiatives with MIND THE GAP Learning Resources

Employers can complement workplace resilience initiatives with the MIND THE GAP e-learning programme. Three modules are particularly relevant:

- **Module 2 – Foundations of Resilience:** Understanding resilience and developing strategies for responding to challenges.
- **Module 3 – Mindfulness and Stress Management:** Learning practical techniques for managing stress and improving awareness.
- **Module 6 – Building Healthy Habits and Routines:** Developing everyday habits that support wellbeing and recovery.

These modules can be integrated into onboarding, internal training programs, or voluntary professional development activities. They provide learning opportunities that complement, rather than replace, organisational measures to reduce workplace stress.

Quick Toolkit and Practical Examples

Resilience-building becomes more meaningful when employees and managers have simple tools they can use in everyday working situations.

The following two tools complement the recommendations presented in this chapter. The first supports individual reflection on stress, energy, and coping strategies. The second helps managers plan and implement workplace resilience initiatives.

Both tools are designed to be practical, flexible, and adaptable to different organisational contexts.

Tool 1. Weekly Resilience Tracker

Purpose: To help employees reflect on their energy levels, workplace stress, recovery, and coping strategies over the course of a working week.

The tracker can help employees recognize patterns, identify situations that affect their wellbeing, and consider small adjustments that may support their resilience.

How to use it:

At the end of each working day, employees can spend two or three minutes completing the tracker.

Day	Energy Level (Low / Medium / High)	Stress Level (1–10)	Main Challenge or Stressor	What Helped Me Cope or Recover?
Monday				
Tuesday				
Wednesday				
Thursday				
Friday				

Stress scale: 1 = very low stress; 10 = extremely high stress.

End-of-Week Reflection

After completing the tracker, consider the following questions:

1. On which days did I feel most energised or most stressed?
2. What situations or working conditions influenced my energy and stress levels?
3. Which coping strategies or recovery activities were most helpful?
4. What could I change or discuss with my manager to make the next working week more manageable?

Practical example: An employee notices that stress levels are consistently higher on days with several consecutive online meetings. The employee decides to discuss meeting

schedules with their manager and explore whether short breaks or protected focus periods could be introduced.

Important: This tracker is a voluntary self-reflection tool, not a clinical assessment or employee performance monitoring instrument. Individual responses should remain private unless an employee chooses to share relevant observations. Managers should not require employees to disclose their personal stress ratings.

Tool 2. Manager's Resilience Program Implementation Checklist

Purpose: To help managers translate resilience-building recommendations into concrete actions and monitor progress during implementation.

The checklist follows the five steps presented in the *Practical Guide for Managers*.

Implementation Step	Manager's Checklist	Completed
1. Identify Needs	Have we discussed workplace stressors and support needs with employees?	☐
	Have we identified organisational factors such as workload, unclear expectations, or digital overload?	☐
	Have employees had an opportunity to provide feedback confidentially or anonymously?	☐
2. Select Activities	Have we chosen activities that respond to the needs identified?	☐
	Have we considered both skills development and improvements to working conditions?	☐
	Have we identified suitable resources, including MIND THE GAP learning modules?	☐
3. Introduce the Programme	Have we explained the purpose and practical arrangements of the initiative?	☐
	Have we provided sufficient time and resources for participation?	☐
	Have we communicated that employees are not expected to disclose personal mental health information?	☐
4. Integrate into Daily Work	Are workload and wellbeing regularly considered in team discussions?	☐
	Are healthy communication boundaries and recovery opportunities supported?	☐
	Are employees encouraged to apply relevant resilience skills?	☐

5. Review and Improve	Have we collected feedback about the usefulness and accessibility of the activities?	☐
	Have we identified remaining workplace stressors or barriers?	☐
	Have we agreed on adjustments or follow-up actions?	☐

Practical example: A manager plans to introduce a resilience initiative for a team of 15 employees. Using the checklist, the manager first identifies digital overload and competing deadlines as recurring challenges. The team then introduces a short stress management workshop, clearer communication expectations, and regul

IV. Workplace Culture



Photo 4. Emotional © dotshock | Dreamstime.com

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.

V. Employee Development



Photo 5. © Jakub Jirsak | Dreamstime.com

5.1. Emotional Intelligence Training

In a constantly evolving professional environment, technical skills alone are no longer sufficient to ensure managerial effectiveness. Changes in the workplace, combined with the expectations of new generations, place relational skills at the heart of the managerial role.

Generation Z, in particular, places considerable importance on authenticity, being listened to, and the quality of workplace relationships. Young employees expect managers not only to provide direction but also to understand their needs, offer support, and adapt their approach to different situations and individuals.

In this context, emotional intelligence is an important managerial competency. It enables managers to better understand themselves, regulate their reactions, recognize the emotions and perspectives of others, and create an environment that supports engagement and constructive relationships.

This chapter introduces the foundations of emotional intelligence, explains its relevance to management, and explores how managers can develop and apply these skills in everyday workplace situations.

What Is Emotional Intelligence and Why Does It Matter for Managers?

Emotional intelligence (EI) is the ability to recognize, understand, express, and regulate one's own emotions while also recognizing and responding appropriately to the emotions of others.

Although emotional intelligence was once given less attention than technical expertise in professional settings, it is increasingly recognized as an important skill for effective management.

Emotional intelligence is commonly described through five complementary dimensions in Goleman's model:

Self-awareness

The ability to recognise one's emotions, understand their influence on behavior, and reflect on personal reactions. A manager who understands their emotional responses is better equipped to avoid impulsive or inappropriate behavior.

Self-regulation

The ability to manage emotional responses, particularly in situations involving tension, uncertainty, or stress. Self-regulation helps managers replace instinctive reactions with thoughtful and constructive responses.

Motivation

The ability to channel emotions towards achieving goals, maintain perseverance, and remain committed, even in demanding or uncertain circumstances.

Empathy

The ability to understand other people's emotions and perspectives without judgement and adapt one's approach accordingly. In management, empathy helps build trust, improve communication, and support constructive relationships.

Social skills

The ability to communicate effectively, manage relationships, resolve disagreements, and bring people together around shared objectives.

Why Is Emotional Intelligence Particularly Relevant Today?

These five dimensions are increasingly important in workplaces characterized by complexity, hybrid working arrangements, and changing employee expectations. Employees value being listened to, recognized, and treated with respect.

For Generation Z, authenticity, open communication, and consistency between what managers say and what they do are particularly relevant. Young employees may be especially attentive to the quality of workplace relationships and how managers respond to their concerns.

Emotionally intelligent managers are better equipped to build trust, recognise early signs of tension or disengagement, understand individual expectations, and adapt their management approach to different people and situations.

The Benefits of Emotionally Intelligent Management

Developing emotional intelligence is not only a matter of individual managerial development. It can also contribute to better organizational performance, stronger workplace relationships, and improved quality of working life.

1. Building Trust and Stronger Workplace Relationships

One of the most important benefits of emotional intelligence is the quality of professional relationships. Managers who understand and take employees' emotions into account are better equipped to establish trust.

Communication becomes more open and authentic, misunderstandings can be reduced, and employees are more likely to feel heard and valued.

2. Strengthening Motivation and Engagement

The quality of workplace relationships can influence employee motivation. When employees feel understood and recognized, they are more likely to engage actively in their work.

This can be particularly relevant for Generation Z employees, who often value recognition, meaningful communication, and supportive relationships with their managers.

3. Managing Conflicts Constructively

Disagreements are inevitable within teams, but the way they are handled makes a significant difference.

Emotionally intelligent managers can recognise early signs of tension, understand different perspectives, and intervene constructively. Rather than allowing disagreements to escalate, they encourage dialogue and help turn tensions into opportunities for clarification and problem-solving.

4. Improving Decision-Making

Emotional intelligence helps managers consider the human dimension of their decisions alongside operational requirements.

By recognising their own emotional reactions and understanding how decisions may affect employees, managers can avoid impulsive responses and make more balanced, thoughtful choices.

5. Supporting Team Performance and Collaboration

A workplace built on trust, mutual understanding, and respectful communication provides favourable conditions for collaboration, creativity, and efficiency.

Emotionally intelligent management can help teams work through challenges, maintain constructive relationships, and respond more effectively to change.

6. Contributing to a Healthier Work Environment

Emotional intelligence also contributes to a healthier working environment by helping managers recognise signs of stress, frustration, or disengagement and respond appropriately.

A management approach based on empathy, respect, and open communication can support employee wellbeing and help address workplace difficulties before they escalate.

For Generation Z, as for other employees, these practices can strengthen the sense of being understood, respected, and supported at work.

What Should Managers Do? Developing Emotional Intelligence in Practice

Developing emotional intelligence is not purely a theoretical exercise. It requires continuous reflection on one's behavior, emotional responses, and interactions with others. For managers, this means developing several complementary skills and applying them consistently in everyday situations.

Developing Self-Awareness

The first step is to understand oneself better. Identifying emotions, recognizing what triggers them, and observing how they influence behavior can help managers respond more thoughtfully.

In a professional context, managers are never entirely neutral: their emotions can influence decisions, interactions, and team dynamics.

For example, a manager who recognizes that they become more directive under stress can adjust their behavior before it affects team relationships. Similarly, acknowledging irritation or frustration can help prevent inappropriate reactions.

Self-awareness provides the foundation for developing the other dimensions of emotional intelligence.

Learning to Regulate Emotions

Once emotions are recognized, the next challenge is to regulate them. This does not mean suppressing emotions but managing them in ways that support appropriate and constructive responses.

Managers frequently face challenging situations, including tight deadlines, disagreements, mistakes, and performance pressure. The ability to maintain perspective is therefore essential.

For example, when faced with a significant mistake, a manager may feel tempted to react immediately. An emotionally intelligent manager takes time to understand the context before responding, avoiding excessive or counterproductive reactions.

This approach helps create a sense of stability and predictability within the team.

Developing Empathy

Empathy involves understanding other people's emotions and perspectives without judgement. In management, it helps leaders adapt their approach and build stronger professional relationships.

This can be especially relevant when working with Generation Z employees, who may place considerable importance on feeling understood and respected. Empathy does not mean agreeing with everything, but acknowledging other people's feelings and perspectives.

For example, an employee expressing frustration or fatigue with an organizational arrangement may initially appear disengaged. An empathetic manager seeks to understand the reasons behind these feelings before drawing conclusions.

This encourages trust and creates opportunities for constructive dialogue.

Strengthening Relational Skills

Emotional intelligence is also reflected in the quality of everyday interactions. It involves communicating clearly and respectfully while adapting to different individuals and situations.

Important relational skills include active listening, communicating clear messages, and managing disagreements constructively.

For example, during a difficult conversation, focusing on facts rather than personal judgements can help reduce defensive reactions. Similarly, paraphrasing what an employee has said helps confirm mutual understanding and demonstrates attentive listening.

These practices can prevent misunderstandings and support healthier team relationships.

Supporting Employees' Emotions

Managers also need to recognize and respond appropriately to the emotions of their team members. This involves acknowledging employees' experiences without minimizing or exaggerating them.

In the workplace, emotions such as frustration, disappointment, stress, or a sense of unfairness may not always be expressed directly, but they can influence behavior and engagement.

For example, gradual disengagement may become visible through reduced participation or initiative. An attentive manager can recognize these changes and open a supportive conversation rather than immediately making assumptions.

For Generation Z employees, who may particularly value authentic communication and recognition, this approach can help maintain trust and constructive relationships.

Supporting employees' emotions does not mean overprotecting them or taking responsibility for resolving every personal difficulty. It means creating conditions for open dialogue, understanding workplace concerns, and identifying appropriate ways forward.

Good Practices: Emotional Intelligence in Action

Good Practice 1. Microsoft – Satya Nadella and Empathy in Leadership

In 2025, Microsoft CEO Satya Nadella highlighted the growing importance of emotional intelligence in the workplace, particularly as artificial intelligence increasingly supports technical tasks.

In an interview, he emphasized that intellectual ability alone is not sufficient for effective leadership, using the expression “IQ without EQ, it's just a waste.”

His perspective presents empathy not simply as a personal quality, but as an important leadership and business skill. Managers need to understand different perspectives, build constructive relationships, and recognize the human dimension of collaboration.

What can managers learn?

Technical expertise and sound business judgement remain essential, but they should be complemented by empathy, attentive listening, and an awareness of how managerial behavior affects others.

Source: Business Insider (2025), “Microsoft CEO says empathy is a workplace superpower in the age of AI”.

Good Practice 2. Google – Project Aristotle and Psychological Safety

Google's Project Aristotle, launched in 2012, examined more than 180 teams to understand what makes teams effective.

The research showed that team effectiveness was associated not simply with the individual talents of team members, but with the quality of their interactions.

Google identified five important team dynamics:

- **Psychological safety:** Feeling able to ask questions, express ideas, and acknowledge mistakes without fear of embarrassment or negative judgement.
- **Dependability:** Being able to rely on colleagues to complete quality work.
- **Structure and clarity:** Understanding responsibilities, goals, and expectations.
- **Meaning:** Finding personal significance in one's work.
- **Impact:** Believing that one's work makes a difference.

Psychological safety emerged as the most important of these dynamics.

What can managers learn?

Although Project Aristotle was not an emotional intelligence training program, its findings demonstrate why emotionally intelligent behavior matters in team management.

Managers who listen without judgement, respond constructively to mistakes, recognize different perspectives, and manage disagreements respectfully can help create conditions for psychological safety.

Source: Google re:Work, "Understand team effectiveness".
https://rework.withgoogle.com/intl/en/guides/understanding-team-effectiveness/

Practical Guide for Managers: Five Daily Habits

Emotional intelligence develops through regular practice, not only through formal training. Small changes in everyday managerial behavior can improve communication, strengthen trust, and help teams respond more constructively to challenges.

The following five habits can be integrated into daily management practice.

1. Take a Step Back Before Reacting

When faced with a mistake, disagreement, or stressful situation, pause before responding. Recognise your immediate emotional reaction and consider the facts before deciding what to say or do.

Try this: Before responding to a difficult situation, ask yourself: "Am I reacting to the facts or to my frustration?"

2. Consider the Human Dimension of Every Interaction

Pay attention not only to tasks and results but also to how employees experience workplace situations. Show genuine interest in their perspectives and acknowledge their concerns.

Try this: During a regular team conversation, ask: "What is helping you in your work, and what is making things more difficult?"

3. Rephrase to Ensure Understanding

Active listening involves more than allowing someone to speak. Summarising what you have heard helps confirm understanding and shows that the employee's perspective matters.

Try this: Use a simple phrase such as: "If I understand correctly, your main concern is…" and invite the employee to clarify.

4. Acknowledge Emotions When They Arise

When an employee expresses frustration, disappointment, or concern, acknowledge the emotion without making assumptions or immediately offering solutions.

Try this: Say: “I can see that this situation is frustrating. Would you like to explain what has been most difficult?”

5. Regularly Ask for Feedback on Your Management Style

Emotional intelligence also involves understanding how your own behavior affects others. Invite constructive feedback and demonstrate that you are willing to adjust your approach.

Try this: During a one-to-one meeting, ask: “Is there anything I could do differently to support you more effectively?”

Remember: Developing emotional intelligence does not require perfect responses in every situation. What matters is the willingness to reflect, listen, learn, and make small improvements consistently.

Quick Tool: Emotional Intelligence Self-Assessment

Purpose: To help managers reflect on their emotional intelligence, recognize their strengths, and identify areas for personal development.

Time needed: 5–10 minutes

Step 1. Reflect on Your Emotional Intelligence

Read the questions below and consider how consistently you demonstrate each behavior in your everyday management practice.

You can use a simple scale:

1 – Rarely | 2 – Sometimes | 3 – Often | 4 – Consistently

Area	Self-Assessment Questions	Rating (1–4)
Self-Awareness	Do I identify my emotions in key situations?	
	Do I understand what triggers my reactions?	
	Do I take time to step back before acting?	
Emotional Regulation	Do I respond constructively under pressure?	
	Are my responses appropriate to the situation?	
	Do I remain emotionally consistent?	
Empathy	Do I seek to understand before judging?	
	Do my team members feel heard?	
	Do I consider emotions in my decisions?	

Relationships	Do I create a climate of trust?	
	Do I adapt my communication?	
	Am I comfortable managing difficult conversations?	
Managerial Impact	Does my behaviour encourage employees to express themselves openly or hold back?	
	Do I recognise early warning signs of tension or disengagement?	
	Do team members feel comfortable approaching me?	

Step 2. Identify Your Priorities

Review your responses and select **two or three questions** that highlight opportunities for improvement.

My priorities:

1.

2.

3.

Step 3. Choose One Practical Action

Identify one small action you can take during the coming month.

What will I do differently?

When will I start?

How will I recognise progress?

Step 4. Review Your Progress

After one month, return to your selected questions and reflect on any changes.

Ask yourself:

- Have I become more aware of my emotional reactions?
- Have I changed how I respond to challenging situations?
- Have I noticed improvements in communication or relationships with my team?
- What should I continue practising?

Remember: Emotional intelligence develops gradually. The aim is not to achieve a perfect score, but to become more aware of your behaviour and make consistent improvements.

This is a reflective development tool, not a psychological assessment or diagnostic test.

5.2. Supporting Employee Development and Growth

..... ebv

VI. MIND the GAP e-Learning for Gen Z

…

6.1. e-Learning Modules for Gen Z

……

6.2. e-Learning Platform

…..

Scientific References

Hirak, R., Peng, A. C., Carmeli, A., & Schaubroeck, J. M. (2012). Linking leader inclusiveness to work unit performance: The importance of psychological safety and learning from failures. *The Leadership Quarterly, 23*(1), 107–117. https://doi.org/10.1016/j.leaqua.2011.11.009

Siyal, S. (2023). Inclusive leadership and work engagement: Exploring the role of psychological safety and trust in leader in multiple organizational context. *Business Ethics, the Environment & Responsibility, 32*(4), 1170–1184. https://doi.org/10.1111/beer.12556

Carmeli, A., Reiter-Palmon, R., & Ziv, E. (2010). Inclusive leadership and employee involvement in creative tasks in the workplace: The mediating role of psychological safety. *Creativity Research Journal, 22*(3), 250–260. https://doi.org/10.1080/10400419.2010.504654

World Health Organization (2022). WHO Guidelines on Mental Health at Work. Geneva: WHO. Guidelines on mental health at work

European Agency for Safety and Health at Work (EU-OSHA). Psychosocial Risks and Mental Health at Work. Psychosocial risks and mental health at work | Safety and health at work EU-OSHA

Deloitte

McKinsey