

MENTAL HEALTH RESOURCE ROUNDUP

FOR IKON PASS PARTNERS

RESILIENCE & MENTAL WELL-BEING

ALTERRA MTN CO COMMUNITY FOUNDATION

IKON PASS

MENTAL WELL-BEING RESOURCE ROUNDUP FOR IKON PASS PARTNERS

Welcome to the Mental Well-Being Resource Roundup for Ikon Pass Partners. We are excited to share these materials with you.

Mental health challenges and mental illness can affect anyone, and people in mountain communities are often particularly hard hit. These challenges arise from a complex set of factors that include stress from a high cost of living, immersion in what is frequently a "party" culture, cold and short days in the winter, and the ready availability of and comfort with using firearms, among others. The recent independent documentary from Podium Pictures, The Paradise Paradox, reflects what mountain community members have long known: that suicide, substance abuse and other mental health issues must be addressed so that mountain resort community members can thrive.

This roundup of resources is meant to assist human resources departments and other employee experience focused staff in safeguarding and boosting employee mental well-being. The materials provided were developed or curated by Alterra Mountain Company's Resilience & Mental Well-Being program and include employee handouts, manager guides, educational tools, self-help tips for coping with difficult experiences, and ideas for how managers can best support their team members. Designed by ski industry employees for ski industry employees, these resources are tailored to mountain resort work and life. Topics covered include suicide, substance abuse, homesickness, grief, sudden loss, burnout and trauma.

This resource roundup is downloadable for ease of use, and users may delete or rearrange pages to meet specific needs. We will update the roundup periodically as new material becomes available, so be sure to check the date of the current version available on our website to remain up to date. If you have suggestions or requests for additional topics, please reach out to the the Resilience & Mental Well-Being program at ltupa@alterramtnco.com.

The vision of the Alterra Community Foundation is to support mental health in our mountain communities, which is paramount to creating an environment for all to survive and thrive. We aim to provide resources, tools and solutions to address and mitigate challenges and reduce stigma around mental health in mountain communities. We hope this resource roundup can be a means to help you support your community and those who live, work and play there.

Liza Tupa
Director of Resilience & Mental Well-Being
Alterra Mountain Company Community Foundation

HOW TO USE THESE RESOURCES

This roundup of resources is meant to assist resort leadership, human resources departments and other employee experience-focused staff, such as health & safety, in safeguarding and boosting employee mental well-being in mountain resort communities.

Take a few minutes to familiarize yourself with the topics and content so that you will be comfortable sharing them as appropriate with your employees. Then, read on for suggested strategies for how to use these resources. Fliers and guides can be emailed or printed for distribution.

Section 1 - Coping Tips Handouts

- Use these in the event of relevant crises, which may be individual or community-wide and/or may affect a subset of employees at the resort.
- Distribute the Homesickness flyer during onboarding and have it available at employee housing locations.
- Share all handouts in this section in an existing or new digital location where they are available for all employees.
- Encourage teams and employee housing managers to display the collection of Coping Tips Handouts in employee break rooms, communication boards, and other areas where employees may notice them.
- Pair these resources with information about your Employee Assistance Program (if applicable) and any local mental health resources.
- Ensure that all supervisors are aware of these resources and of any Employee Assistance Program contact information.

Section 2 - General Awareness Fliers

- Distribute these resources at relevant employee meetings or events or email them to employees when appropriate.
- The Get Inspired, Get Together, and Get Proactive fliers are helpful during May, which is Mental Health Awareness Month.
- The Suicide Warning Signs (and Suicide Help and Substance Abuse Help in Section 1) fliers are helpful during September, which is Suicide Prevention Month and Recovery Month.
- Ensure that all supervisors are aware of these resources and of any Employee Assistance Program contact information.

Section 3 - Resources for Managers

- Encourage people leaders to share these guides during one-on-ones, if supervisors report related issues or team dynamics.
- Review manager guides in manager trainings; choose one per quarter to review and focus on.
- Share the Manager Well-Being Guides in an existing or new digital “supervisors only” location where they are available for people leaders.

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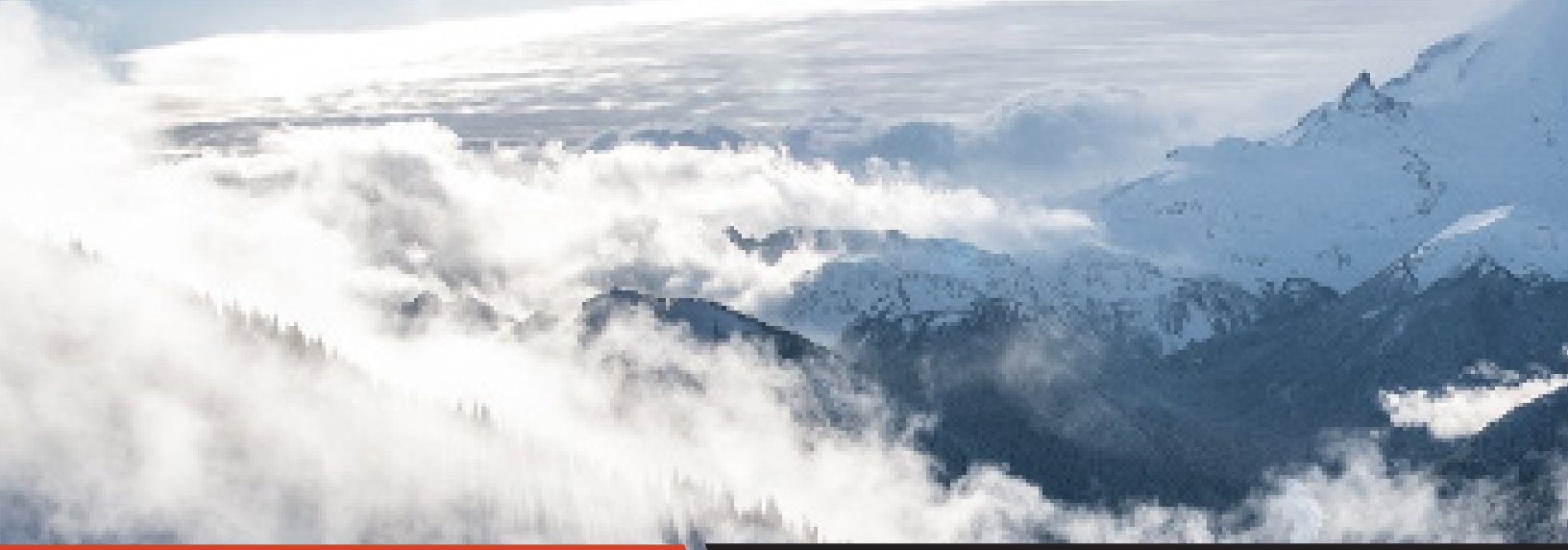
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RESILIENCE & MENTAL WELL-BEING

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COPING WITH SUDDEN LOSS

Sudden, catastrophic injury or the injury or death of a friend, coworker, or loved one is a tragic and often traumatic event. Many know the joy of living and working in mountain communities but are also all too familiar with unexpected accidents and deaths. Here is some information on common feelings in reaction to sudden loss, and how to help yourself in the healing process.

COMMON REACTIONS TO SUDDEN LOSS

THERE IS NO TIME TO PREPARE

Even an "expected" loss, such as the passing of an elderly relative or friend, can be very challenging to adjust to, but when there is no time to prepare mentally or emotionally, this challenge can be even greater. When someone you know passes suddenly, there is no time to say goodbye and no time to resolve issues or "set things right".

SUDDEN LOSSES OFTEN BRING ABOUT MORE QUESTIONS

Questions such as "How did this happen?," "Did s/he suffer alone?," and "Why did this have to happen?". Without answers to these types of questions, we struggle to begin and move through the grief process.

THE STATE OF SHOCK MAY LAST LONGER

When death or catastrophic injury are sudden, the shock, numbness and disbelief may last much longer than with an anticipated passing. It's often said that the true work of grieving can't typically start until one has begun to come to terms with what's happened, meaning someone with a sudden loss could feel delayed in their ability to begin coping and moving forward.

A SUDDEN LOSS IS MORE LIKELY TO BE THE RESULT OF A TRAGIC EVENT

The event may have involved more than one death or injury. Most loss can feel tragic in its own way. But when death or injury is caused by events such as a motor vehicle accident or avalanche, it's likely that more than one person was affected and even lost, compounding the brain's ability to make sense of and grieve the loss.

IT'S NOT ONLY DEATH OR A BAD ACCIDENT THAT CAN TRIGGER THESE REACTIONS AND EMOTIONS. SERIOUS HEALTH PROBLEMS, DIVORCE OR A BREAKUP, LOSING A JOB, A MISCARRIAGE, THE DEATH OF A PET, EVEN LOSS OF A FRIENDSHIP CAN BRING ABOUT GRIEF.



COMMON FEELINGS IN REACTION TO A SUDDEN LOSS

NUMBNESS/EMOTIONAL SHUTTING DOWN

When loss is sudden, if you feel more numb or shut down than sad, it can be confusing for you and those around you, but disbelief and shock can initially overshadow grief. It's normal to initially refuse to accept a loss that is horrifying or unexpected - your brain and heart need time to process the event. You may feel as though the rug has been pulled out from under you.

ANGER

Anger is a common emotional reaction to the loss of someone you care about and can be even more intense when a loss is unexpected. Anger may have a variety of targets (yourself, the person you lost, others, a place, a higher power) and it's important to acknowledge anger and talk about it with a trusted person. Anger can feel much easier to handle than grief. If you don't acknowledge anger, it can fester and bubble up in destructive ways.

REGRET

Another common feeling after a sudden loss is regret. You may feel that you didn't get time to settle unresolved painful issues or time to say "I appreciate you" or "I love you" one more time. It's easy to focus on the things you didn't get to say or the fact that your relationship with the person you lost may have been strained at the time; stepping back to look at the big picture of your relationship may help you gain perspective on the positive and enduring aspects of the relationship.

GUILT

When you lose someone unexpectedly you may experience feelings of guilt. You may have thoughts of wishing you had been with the person during an accident, thoughts of guilt that you may have been able to help avoid an accident had you been there, or "survivor guilt"- a common feeling of guilt when someone survives a situation that others didn't. Part of the feelings of guilt come from our need as humans to be able to predict and control events in our lives. Thoughts like "I should have been there.", "I should have done something different to avoid this accident.", or "I should have known this could happen," actually help us feel more of a sense of control, but this sense of power to have changed the outcome of a painful event is an illusion. This feeling is natural, normal, and can feel overpowering at times, so it's important to remember that feelings of guilt are almost always misguided; in our beautiful and fun ski industry, for example, no amount of experience or training can equip someone to predict ground and weather conditions with 100% accuracy- nature is just too powerful and unpredictable. Focus instead on finding ways to remember and honor the person you lost and to honor your own life, complete with hopes and dreams for your future.

FEAR

It's not uncommon to feel fearful after the unexpected loss of someone you know, especially when a serious accident or death occurred while the victim was at work or pursuing activities that you also enjoy (like backcountry skiing, hiking, biking, etc.). The loss may make you more aware of the risks that you, yourself take.

ANGER

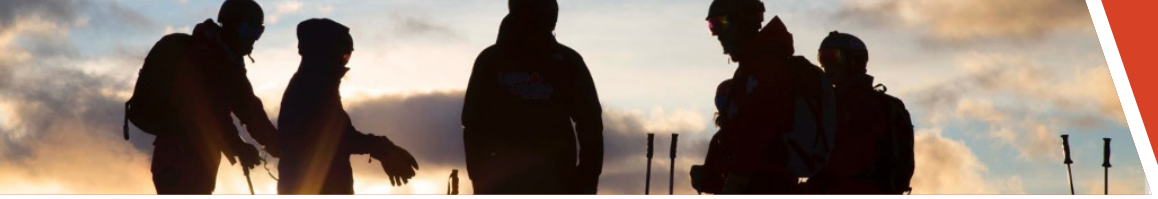
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TRAUMA

When loss through a serious injury or death comes suddenly, violently, if you were witness to an accident, when an accident claims more than one person that you know and care about, or if you've experienced more than one sudden loss, you may experience trauma. Any unexpected death can be somewhat traumatic, but when the experiences are firsthand or repeated, trauma can complicate healing. Trauma occurs when an experience(s) is too dangerous or intense for our brains to effectively process on our own. Trauma reactions include unpredictable emotions, flashbacks, anxiety, strained relationships, problems with substance use and even physical symptoms like headaches



WHAT CAN YOU DO TO HELP HEAL?

ACCEPT YOUR EMOTIONS

You might expect to feel grief and despair, but you may feel the other common feelings discussed above like shock, denial, guilt, shame, anger, confusion, even relief, as well as anxiety and loneliness. These feelings are normal and can vary throughout the healing process. You may feel exhausted, nervous, or restless and/or have physical reactions to grief, like headaches and loss of appetite. Accepting all of your emotions will help you progress through them faster.

DON'T WORRY ABOUT WHAT YOU "SHOULD" FEEL/ DO

There's no standard time-line for grieving, and no single correct way to react or cope. Focus on what you need and accept that others' paths and needs might be different from yours. It's OK to have good moments. Fun and laughter can be healing.

CARE FOR YOURSELF

Do your best to get enough sleep and eat regular, healthy meals. Avoid excessive alcohol, marijuana, or other substance use since it can slow the grieving process and make you feel more depressed. Take walks or exercise in other ways. Taking care of your physical self can improve your mood and give you the strength to cope. Use coping skills such as journaling, meditating or praying if they have helped in the past.

DRAW ON EXISTING SUPPORT SYSTEMS

Accept help from those who have been supportive in the past, including your family, friends, coworkers, or your faith-based community. It's a cliché but talking about your feelings does help. Friends and family may not always know what to say or how to help, so it's ok to ask for what you think you may need (e.g., "I just need to vent," "I could use a hug," "Please help distract me"). It's also okay not to know what you need or not be able to articulate it.

KNOW YOU'LL HAVE TOUGH DAYS

Anniversaries, birthdays, and holidays can be particularly difficult. Think about whether you'd like to continue old traditions on these dates or start new ones. Symbolic remembrances of your loved one, such as writing them a letter or creating a ritual to honor them, may be helpful in your healing process.

TAKE YOUR TIME

Take the tasks of daily living at your own pace—you may need to cut back on responsibilities for a while. Ask for extensions or help when possible. That said, it can be helpful to stick to at least some of your usual routine. If possible, avoid making major decisions or big changes in your life when feeling overwhelmed by grief. If you can't put off a major decision, consult with trusted friends, family, and mentors to help you see things clearly. Expect setbacks; grieving is a process and so is healing. Try to be kind to yourself if you feel like grieving is taking longer than you or others expected or if you think you're not coping well with your loss. The loss of a loved one may stay with you forever, but with time and processing the loss feels less overwhelming.

JOIN A GROUP

Support groups can help you process your emotions alongside others who are experiencing similar feelings. People who don't think of themselves as support-group types are often surprised by how helpful such groups can be.

TALK TO A PROFESSIONAL

Seeking help is a sign of strength and self-awareness. Mental health professionals like counselors and psychologists can help you express and manage your feelings and find healthy coping tools. Sudden, often traumatic loss can challenge anyone's coping resources and untreated trauma can impact your relationships, job performance, and mental health.

"TRAUMA CREATES CHANGE YOU DON'T CHOOSE. HEALING CREATES CHANGE YOU DO CHOOSE."
-MICHELLE ROSENTHAL

IF YOU OR SOMEONE YOU KNOW IS STRUGGLING WITH THOUGHTS OF SUICIDE, CALL OR TEXT THE NATIONAL SUICIDE PREVENTION HOTLINE AT 800-273-8255, WWW.SUICIDEPREVENTIONLIFELINE.ORG
THE HOTLINE IS OPEN 24/7/365.

"Grief is not a disorder, a disease, or a sign of weakness. It is an emotional, physical, and spiritual necessity, the price you pay for love. The only cure for grief is to grieve." -Earl Grollman

MORE ON HEALING

WHEN YOU FEEL READY TO BEGIN HEALING, HERE ARE SOME QUESTIONS FROM THE GRIEF TOOLBOX WEBSITE THAT SOMEONE WHO HAS EXPERIENCED A SUDDEN LOSS MAY WANT TO CONSIDER:

Can I accept that in life, and death, there are some questions that have no answers?

Is it possible to recognize that no matter how much time or energy I search in yearning for "closure" that I may never get it or find it?

Do the residual emotions of a sudden loss, like guilt or anger, serve a purpose and can I redirect that energy elsewhere in a productive way?

Can I find a way now to express my love and my goodbyes to the person who is gone through a ceremony, ritual, or a type of remembrance?

Do I need to find forgiveness and live in peace even if my loved one isn't here to relieve me of the pain of any unresolved issues?

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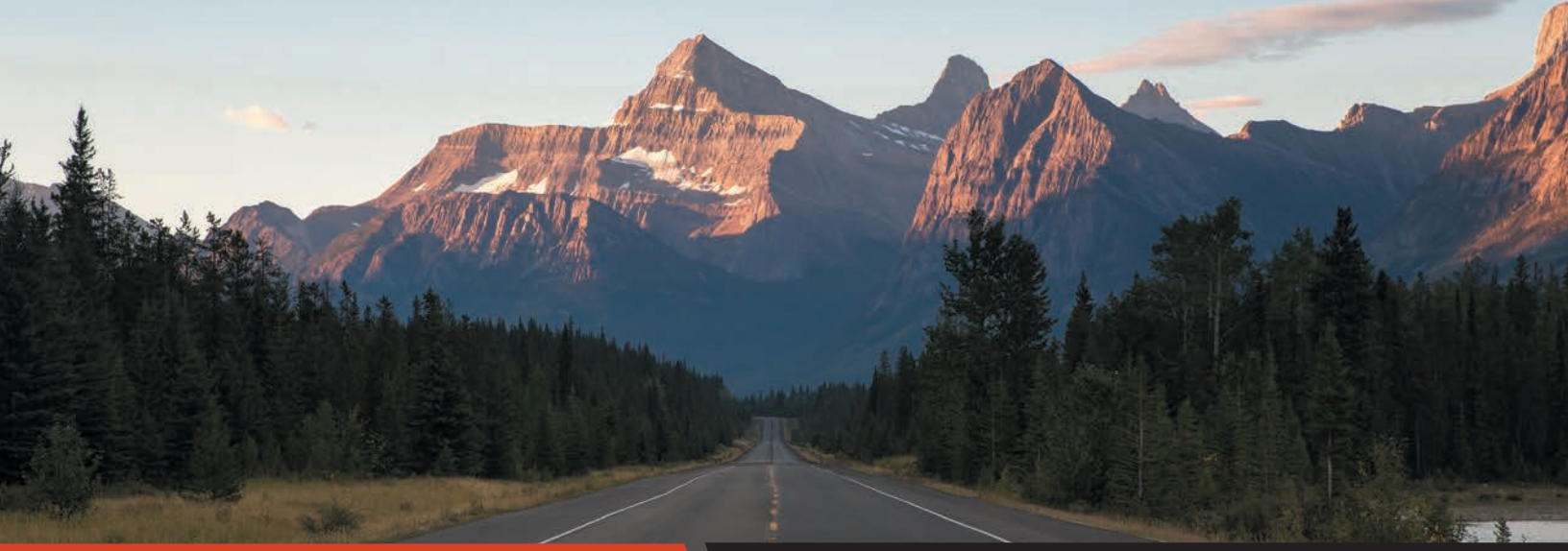
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2 Ferentz, Lisa. "Dealing with Unexpected Loss." Psychology Today, Sussex Publishers, 6 Apr. 2015, http://www.psychologytoday.com/us/blog/healing-trauma-s-wounds/201504/dealing-unexpected-loss

3 Alvord, Mary, et al. "Coping After Suicide Loss Tips for Grieving Adults, Children, and Schools." APA Coping After Suicide Loss, American Psychological Association, 2021, http://www.apa.org/topics/coping-suicide.pdf

4 Arnold, Karyn. "Sudden Loss: 5 Ways It Differs from Expected Loss." The Grief Toolbox, The Grief Toolbox, 5 May 2017, thegrieftoolbox.com/article/sudden-loss-5-ways-it-differs-expected-loss





COPING WITH SUICIDE

Losing a friend, loved one, or coworker to suicide can lead to grief reactions that are common to other forms of loss, and you may also experience other difficult and powerful emotions. Here is some information about feelings and reactions you may experience after a suicide, and steps you can take to help cope with those feelings and your loss. Lastly, read some tips on how to talk to children about suicide.

COMMON REACTIONS TO A LOSS BY SUICIDE

These are just some of the normal feelings someone may have in reaction to loss to suicide.

CONFUSION/SHOCK

Suicide is often sudden and unexpected, resulting in shock and confusion. Questions about what happened and how it happened may never be answered, and survivors may struggle with coping and trying to understand. Meanwhile, there may be arrangements that must be made, unexpected travel plans, changes to workplace schedules if the person who died was a co-worker, and other pressures that can't be avoided, all pressures that you may not feel prepared to tackle.

ANGER

Survivors often feel angry with the person who died, wondering, "Why didn't you tell me you were struggling?", "Why didn't you get help?", "Why did you leave me/us here to deal with _____?", or "Why did you do this to me?" Underlying this sense of anger may be feelings of rejection and inadequacy - thoughts like, "I wasn't enough to live for". Survivors may also feel angry at God or a higher power, others who were not able to prevent the person's death, or themselves.

SHAME

Survivors of a loved one who died by suicide may feel shame. The stigma around suicide in our society sometimes causes survivors to feel uncomfortable telling anyone about the suicide or to be unable to acknowledge that their loved one took their own life. Survivors may worry that the suicide causes others to judge them negatively as a partner/family member/friend to the person who died. Shame and secrecy can cause serious emotional strain and make dealing with feelings and getting support much harder.

GUILT

Survivors may experience feelings of guilt for not being able to do something to prevent their friend/loved one/coworker's death. This guilt is almost always misguided, yet can have powerful effects. Some survivors also feel guilty if they feel any sense of relief, which can happen if their relationship with the person who died was strained or painful or if the person had made previous suicide attempts. Survivors may fear being judged as insensitive or uncaring if they express this relief.

BLAME
Some survivors to search for blame in themselves or others, especially if they somehow feel partly responsible for the suicide. Finding someone to blame may enable survivors to redirect the anger they feel toward the person who died (anger they may feel is inappropriate or wrong). Blaming may give survivors a sense of control or understanding as they attempt to make sense of a painful loss. Yet when this blame is misguided, as is often the case, it can cause relationship problems and/or more unhappiness.

TRAUMA
Losing someone you care about to suicide can be traumatic. If a survivor witnessed the suicide, the images may play over and over in their mind. If a survivor did not witness the suicide, imagining the event may be just as upsetting. Trauma reactions can include shock, jumpiness, trouble sleeping, exaggerated startle response, trouble relating to others or not feeling like yourself. Sometimes these reactions are short-lived, but in other cases, they may persist for a while and counseling can help.

WHAT CAN YOU DO TO HELP HEAL?

ACCEPT YOUR EMOTIONS
You might expect to feel grief and despair, but you may feel the other common feelings discussed above like shock, denial, guilt, shame, anger, confusion, even relief, as well as anxiety and loneliness. These feelings are normal and can vary throughout the healing process. You may feel exhausted, nervous, or restless and/or have physical reactions to grief, like headaches and loss of appetite. Having your own suicidal thoughts is also common. This doesn't mean you will act on your thoughts, but survivors are at increased risk of suicide, so if you do have suicidal thoughts or you are engaging in risky behaviors, it's important to tell someone and seek professional help.

DON'T WORRY ABOUT WHAT YOU "SHOULD" FEEL OR DO
There's no standard time-line for grieving, and no single correct way to react or cope. Focus on what you need and accept that others' paths and needs might be different from yours. It's OK to have good moments. Fun and laughter can be healing

CARE FOR YOURSELF
Do your best to get enough sleep and eat regular, healthy meals. Avoid excessive alcohol, marijuana, or other substance use since it can slow the grieving process and make you feel more depressed. Take walks or exercise in other ways. Taking care of your physical self can improve your mood and give you the strength to cope. Use coping skills such as journaling, meditating or praying if they have helped in the past.

DRAW ON EXISTING SUPPORT SYSTEMS
Accept help from those who have been supports in the past, including your family, your friends, coworkers or your faith-based community.

TALK TO SOMEONE
There is often stigma around suicide, and many loss survivors suffer in silence. Talking about your feelings can help. Friends and family may not always know what to say or how to help, so it's ok to ask for what you think you may need (e.g., "I just need you to listen," "I need a hug," "Please help distract me"). It's okay not to know what you need or not be able to articulate it. Talk to your HR team at work about who you could talk to.

TAKE YOUR TIME
Take the tasks of daily living at your own pace—you may need to cut back on responsibilities for a while. Ask for extensions or help when possible. That said, it can be helpful to stick to at least some of your usual routine. If possible, avoid making major decisions or big changes in your life when feeling overwhelmed by grief. If you can't put off a major decision, consult with trusted friends, family, and mentors to help you see things clearly. Expect setbacks; grieving is a process and so is healing. Try to be kind to yourself if you feel like grieving is taking longer than you or others expected or if you think you're not coping well with your loss. The loss of a loved one may stay with you forever, but with time and processing the loss feels less overwhelming.

KNOW YOU'LL HAVE TOUGH DAYS
Anniversaries, birthdays, and holidays can be particularly difficult. Think about whether you'd like to continue old traditions on these dates or start new ones. Symbolic remembrances of your loved one, such as writing them a letter or creating a ritual to honor them, may be helpful in your healing process.



JOIN A GROUP

Support groups can help you process your emotions alongside others who are experiencing similar feelings. People who don't think of themselves as support-group types are often surprised by how helpful such groups can be.

TALK TO A PROFESSIONAL

Psychologists and other mental health professionals can help you express and manage your feelings and find healthy coping tools. Your HR team at work can help you find a professional to talk to.

TALKING TO CHILDREN AND TEENS ABOUT DEATH BY SUICIDE

It can feel very difficult to help a young person cope with a death by suicide. These strategies can help you foster open dialogue and offer support.

DEAL WITH YOUR OWN FEELINGS FIRST

Pause to reflect on and manage your own emotions so you can speak calmly to the child or children in your life.

BE HONEST

Don't dwell on details of the death itself, but don't hide the truth. Use age-appropriate language to discuss the death with children.

VALIDATE FEELINGS

Help the child put names to her emotions: "It sounds like you're angry," or "I hear you blaming yourself, but this is not your fault." Acknowledge and normalize the child's feelings. Share your own feelings, too, explaining that while each person's feelings are different, it's okay to experience a range of emotions.

AVOID RUMORS

Don't gossip or speculate about the reasons for the suicide. Instead, when talking to a child or teen, emphasize that the person who died was struggling and thinking differently from most people.when feeling overwhelmed by grief. If you can't put off a major decision, consult with trusted friends,

TAILOR YOUR SUPPORT

Everyone grieves at his or her own pace and in his or her own way. Some children might need privacy as they work through their feelings. Respect their privacy, but check in regularly to let them know they don't have to grieve alone. Other children might want someone to talk to more often. Still others prefer to process their feelings through art or music. Ask the child how they'd like you to help. Let them know it's okay to just be together.

EXTEND THE CONVERSATION

Use this opportunity to reach out to others who might be suffering. Ask children: "How can you and your peers help support each other?", "Who else can you reach out to for help?", and "What can you do if you're struggling with difficult emotions?" Let them know that they can and should always reach out to a loved one if they themselves are struggling.

CALL OR TEXT THE NATIONAL SUICIDE PREVENTION HOTLINE AT 800-273-8255, WWW.SUICIDEPREVENTIONLIFELINE.ORG THE HOTLINE IS OPEN 24/7/365.



FEELING HOMESICK?

So, you've moved away from home. That could be a couple hours away for some or a couple countries away for others. Either way, you're on a new adventure. Like most adventurers, you'll miss what you call home. Home is where things feel familiar, and you have support. In a new place, almost anything could happen and when things go well, the adventure feels great. When things go badly, you yearn for the comfort of the familiar.

COMMON FEELINGS ABOUT A BIG CHANGE

In the Hobbit movie The Fellowship of the Ring, when two main characters, Sam and Frodo, first start off on a journey, Sam tells Frodo in the corn field near their home "If I take one more step, this will be the farthest I've ever been from The Shire." Being far away from home, especially for the first time, can feel scary, painful, and lonely. If you have been feeling this way, you're definitely not alone!

Here are some tips to help you cope with homesickness and make the most of your experience:

FIND A FRIEND

In The Fellowship of the Ring movie, Sam had Frodo to encourage him along their journey. At times, both hobbits experienced homesickness, Sam more than Frodo. Sam kept telling Frodo how much he missed his food, his bed, and the peace and quiet of his home, The Shire. While Frodo was on one path and Sam was on another, they still had each other and hiked on side by side. Having a friend can help tremendously when you're homesick. That person can be a sounding board for ideas, someone to listen, and someone to plan fun activities with. A friend may be someone local or on their own adventure just like you; they might even feel homesick, too. So make an effort to reach out to those around you, you never know who you'll click with.

ACKNOWLEDGE IF YOU'RE FEELING HOMESICK

Much of what you know and rely on is at home. Homesickness is a natural response to being away from the environment you've always known, and "culture shock", a sense of confusion, uncertainty, and even feelings of anxiety that can accompany a move to a completely new community and environment, is real.

KEEP FAMILIAR ITEMS FROM HOME

Display them in your environment. Maybe you have photos, decorations, stuffed animals, or favorite clothing from important events.

STAY ACTIVE

We're at a ski resort, don't be afraid to take a lesson or try something new. Don't be afraid to go out by yourself either. There's NOTHING wrong with experiencing nature, the mountain or anything by yourself as long as you are safe.

COOK FOOD FROM YOUR HOMETOWN IF YOU'RE ABLE

This is one of the best ways to connect with your former home while simultaneously feeling comfortable in your new home.



FEELING HOMESICK?

If you're feeling overwhelmed with homesickness, reach out to your Human Resources team or your supervisor for support, connections, and ideas for feeling better.

Keep in touch with folks from back home. Even if you have nothing to talk about, it usually feels good to chat with someone familiar.

BY KENNEDIE WAGNER, CRYSTAL MOUNTAIN RESORT

REMEMBER WHY YOU'RE ON YOUR ADVENTURE. YOU LEFT WHERE YOU WERE TO EXPERIENCE SOMETHING NEW AND NEW THINGS CAN BE SCARY; THAT'S OK!





IF YOU'RE STRUGGLING WITH ALCOHOL OR SUBSTANCE USE

While responsible alcohol use is often a part of enjoying a fun mountain community, many people struggle with controlling their use of alcohol or other substances at one time or another. Here are some resources to help you decide if you're overdoing it, and where to go for help if you want to cut back or stop altogether.

I'M NOT SURE IF I HAVE A PROBLEM

Here are some questions to ask yourself, and answer honestly, to assess your use of alcohol. These questions can apply for marijuana or other substances as well.

In the past year, have you:

- ☐ Had times when you ended up drinking more, or longer than you intended?
- ☐ More than once wanted to cut down or stop drinking, or tried to, but couldn't?
- ☐ Spent a lot of time drinking? Or being sick or getting over the aftereffects?
- ☐ Experienced craving—a strong need, or urge, to drink?
- ☐ Found that drinking—or being sick from drinking—often interfered with taking care of your home or family? Or caused job troubles? Or school problems?
- ☐ Continued to drink even though it was causing trouble with your family or friends?
- ☐ Given up or cut back on activities that were important or interesting to you, or gave you pleasure, in order to drink?
- ☐ More than once gotten into situations while or after drinking that increased your chances of getting hurt (such as driving, swimming, using machinery, walking in a dangerous area, or having unsafe sex)?
- ☐ Continued to drink even though it was making you feel depressed or anxious or adding to another health problem? Or after having had a memory blackout?
- ☐ Had to drink much more than you once did to get the effect you want? Or found that your usual number of drinks had much less effect than before?
- ☐ Found that when the effects of alcohol were wearing off, you had withdrawal symptoms, such as trouble sleeping, shakiness, irritability, anxiety, depression, restlessness, nausea, or sweating? Or sensed things that were not there?

https://www.niaaa.nih.gov/publications/brochures-and-fact-sheets/understanding-alcohol-use-disorder

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If you answered "Yes" to two or more of these questions, your drinking or other substance may have caused some problems; the more questions you answered "Yes" to, the more likely you have a significant problem.

I THINK I NEED SOME HELP

Here are some resources to help you cut back or quit alcohol or other substances.

CHECK YOUR BENEFITS

If you are enrolled in health insurance, go to your insurer's website and look for alcohol or substance use treatment options. How much you'll pay will depend upon the type of insurance plan you have.

TALK TO YOUR HUMAN RESOURCES STAFF

Your Human Resources office is there to help you, confidentially, and they have the resources and experience to do so. If you aren't sure about your options, or don't know if you have access to health insurance or an Employee Assistance Program (EAP), reach out to Human Services. They often know about additional resources in the community and can help connect you to them.

CHECK OUT ONLINE RESOURCES

You can also start by learning more about alcohol and substance dependence online. Some great sites are listed on the right.

THERE'S AN APP FOR THAT

If you want to go sober and are looking for everyday support, check out the next page for a list of apps to help you go and stay sober, by yourself or connected to a supportive community.

THE BOTTOM LINE IS THIS

Everyone deserves to thrive. Alcohol or other substance problems can wreak havoc in your life and cause or worsen mental health issues such as depression. If your alcohol or other substance use is becoming problematic, reach out and get help - you'll feel and function so much better if you do.

Rethinking Drinking

National Helpline to Find Treatment

verywellmind Tips

"THE GREAT THING IN THIS WORLD IS NOT SO MUCH WHERE YOU STAND AS WHAT DIRECTION YOU ARE MOVING."
– OLIVER WENDELL HOLMES



YEP, THERE'S AN APP FOR THAT

Several, in fact! Take a look at the options below for apps that help you go sober and stay sober, or even just cut back.

SELF-GUIDED APPS

I am Sober
Platforms: iOS, Google Play; Cost: Free, offers in-app purchases; The I Am Sober app helps you to track your days sober and major milestones. It also has you make pledges to hold yourself accountable throughout your journey. People can journal directly in the app, take photos, even share their progress with others which provides support and encouragement.

Sober Tool
Platforms: iOS, Google Play; Cost: Free; Developed by a Harvard-educated certified alcoholism counselor and a team from the Ohio State University, this app is designed from the perspective of qualified professionals looking to help people navigating sobriety. Sober Tool's big selling point is its help for dealing with the emotions you may face throughout the process, with a dropdown of questions about how you're feeling, then healthy coping tips.

Recovery Box
Platforms: iOS, Google Play; Cost: Free, offers in-app purchases; Recovery Box is a comprehensive toolkit following the 12-step method. The app includes tools from the Big Book of Alcoholics Anonymous, with features like a recovery calculator, recovery stories, AA readings, in-app sponsorship, notes, inventories, and chat messaging.

Nomo
Platforms: iOS, Google Play; Cost: Free; The Nomo app is a clever way to help people in recovery say "No more!" to addiction habits. Created by a man who had substance abuse issues, Nomo is simply a sobriety clock with a few additional features to support addiction recovery.

WEconnect
Platforms: iOS, Google Play; Cost: Free, offers in-app purchases; Whether you are pursuing addiction recovery or are in a relationship with someone in recovery, WEconnect can provide a digital community and support tools to help you.

NETWORKING/AA & NA APPS

Sober Grid
Platforms: iOS, Google Play; Cost: Free, offers in-app purchases; Sober Grid bills itself as the #1 social network for people recovering from drugs and alcohol, offering users the valuable gift of a 24/7 peer support network.

AA Big Book Free – For Alcoholics Anonymous
Platforms: iOS, Google Play; Cost: Free; This app gives you access to the full text of the Big Book, along with a meeting finder, podcasts, prayers, and personal stories. The app also features a sobriety calculator so you can enter your sobriety date and keep track of your progress.

AA Speakers To Go
Platforms: iOS, Google Play; Cost: Free; A database of more than 400 audio recordings of Alcoholics Anonymous speakers. It also offers in-app purchases for access to specialty workshops and presentations.

NA Speakers
Platforms: iOS, Google Play; Cost: Free; A database of more than 300 audio recordings of Narcotics Anonymous speakers from various conventions.



WHAT TO DO IF YOU'RE THINKING OF SUICIDE

If you are experiencing thoughts of suicide, that can be a lonely and scary experience. Please know that there are many people who want to help you feel better and see your options more clearly. Here are some resources you can turn to for help and support. Don't go it alone- reach out today!

DON'T GO IT ALONE

Keep yourself safe and get the support and help that you deserve.

TELL SOMEONE

Please talk to someone. A professional counselor, a friend, family member, your manager, Human Resources staff, anyone. If you're considering ending your life, you may be depressed and having trouble seeing all of your options or seeing clearly how you can start feeling better. Don't carry that burden by yourself. See below for info on suicide prevention hotlines.

KEEP YOURSELF SAFE

Remove lethal means to harm yourself from your home. For example, ask a trusted friend or family member to hold any medications for you and give you just what you need to take each day. The same thing goes for razors, knives, or drugs. If you own a firearm, put a gun lock on it or keep it in a gun safe and give a friend the key to hold just until you feel better, or ask them to hold onto your gun and/or ammunition until you're no longer in crisis.

DECREASE ALCOHOL OR DRUG USE

Better yet, abstain altogether from using until you're feeling more hopeful. Alcohol and most drugs act as depressants and they can cause you to do things you wouldn't do if you weren't' under the influence.

REACH OUT TO FRIENDS, FAMILY

You may feel that you don't want to socialize, or that you aren't good company for others, but pulling away from friends and family will typically only make you feel more alone and hopeless. Reach out to others for support or even just to distract yourself. Don't remain alone if you are thinking about suicide. People **want** to help.

SEEK PROFESSIONAL HELP RIGHT AWAY

A mental health counselor can help you slow down your thinking, look realistically at your options and your future and give you tools to feel better. Some people worry that they will be "locked up" or "thrown in a mental health hospital" if they share that they've been thinking of suicide, but that is rarely the case. Instead, a counselor will listen and help you develop a plan to stay safe and feel better.

- Your Human Resources staff is there to help, ask them about counseling in your area
- Use your health insurance, if you have it.

CALL A SUICIDE HOTLINE NUMBER

It's free, anonymous confidential, and you can talk to a trained therapist:

- In the U.S., call or text "988" to reach the 988 Suicide & Crisis Lifeline, or use the Lifeline Chat.
- The Suicide & Crisis Lifeline has a toll-free Spanish language phone line at 1-888-628-9454.
- In Canada, call TalkSuicide at 1-833-456-4566 or appelez ou textes 1-866-277-3553.

MORE GREAT SOURCES OF HELP

American Foundation for the Prevention of Suicide

988 Suicide and Crisis Lifeline



THE WARNING SIGNS OF SUICIDE

If you're worried that someone you know is thinking about suicide, it can be stressful and upsetting when you want to help but aren't sure how. Taking action is always the best choice; your outreach may literally save their life. Here is some information about the warning signs of suicide and what you can do to help if you're concerned about someone.

WHILE EVERYONE IS UNIQUE, THESE SIGNS MAY INDICATE THAT SOMEONE NEEDS HELP & SUPPORT

TALKING ABOUT SUICIDE OR DYING

Talking specifically about killing themselves or "not being around". If someone is upset enough to talk or write about ending their life, they are in a great deal of pain and their statements should be always be taken seriously.

LOOKING FOR THE MEANS FOR SUICIDE

Talking about how one would kill themselves or taking action to get ahold of the means for suicide. This could look like purchasing a gun, talking about using a gun they already own, stockpiling medications, rope, or other means of suicide.

INCREASING ALCOHOL OR DRUG USE

Increasing alcohol or drug use can be a sign that someone is becoming increasingly depressed, despondent, or out of control. Additionally, alcohol and some drugs disinhibit behavior, meaning that being intoxicated can make it easier for a suicidal person to take action to kill themselves.

WITHDRAWING FROM FRIENDS, FAMILY

Pulling away from friends and family can be a signal that someone is becoming increasingly depressed or hopeless.

ANGER AND AGITATION

While not often recognized as a warning sign, anger and agitation are significant warning signs for suicide. When someone is especially angry, bitter, or keyed up for an extended period of time, that's a strong signal to check in with them about their mental health.

TALKING ABOUT FEELING HOPELESS OR TRAPPED

Talking about feeling hopeless, trapped in a situation, or that life is pointless. Depression can narrow a person's view of options to the point where they see little or no alternatives for solving their problems or feeling better. They need support until they can "see the light at the end of the tunnel."

DRAMATIC CHANGES IN MOODS

Significant changes in mood can be a sign that someone is feeling out of control or considering suicide. For example, a bright, happy, or calm mood that occurs without explanation after depression, anger or hopelessness may mean that someone has decided to take their own life. A sudden depressed or despondent mood might be a sign of a mental health crisis that could lead to suicide.

GIVING AWAY BELONGINGS, SAYING GOODBYE

Giving away belongings or getting affairs in order when there seems to be no other logical explanation for doing so can be a sign that someone is planning suicide. Similarly, saying goodbye to others, through conversation, text, email or note, as if they won't be seeing them again.

THESE ARE ONLY SOME OF THE WARNING SIGNS OF SUICIDE.
MOST IMPORTANTLY, TRUST YOUR GUT IF YOU ARE WORRIED ABOUT SOMEONE.



FROM THE MAYO CLINIC: WHAT TO DO IF YOU ARE WORRIED SOMEONE IS THINKING ABOUT SUICIDE

If someone says they're thinking of suicide or behaves in a way that makes you think the person may be depressed or suicidal, don't play it down or ignore the situation. You may worry that you're overreacting, but the safety of your friend or loved one is most important. Don't worry about straining your relationship when someone's life is at stake.

You are not responsible for keeping someone from taking their own life, that decision is ultimately theirs — but your intervention may help the person see that other options are available. Here are some tips for helping someone who is feeling suicidal:

START BY ASKING QUESTIONS

The first and most important step is to find out whether the person is in danger of acting on suicidal feelings. Take a breath, gather your own courage, and ask. Be sensitive, but ask direct questions, such as:

- How are you coping?
- Are you thinking about dying?
- Are you thinking about suicide?
- Have you ever thought about suicide before or tried to harm yourself before?
- Have you thought about how or when you'd do it?
- Do you have access to weapons or things that can be used as weapons to harm yourself?

DON'T ASK: "You're not thinking of killing yourself, are you?" Asking this way signals to the person that you don't want to hear if they are thinking of suicide.

Asking about suicidal thoughts or feelings won't push someone into doing something self-destructive. In fact, offering an opportunity to talk about feelings may reduce the risk of acting on suicidal feelings.

ENCOURAGE THE PERSON TO CALL A SUICIDE HOTLINE NUMBER

In the U.S., call or text 988 to reach the 988 Suicide & Crisis Lifeline, or use the Lifeline Chat. The Suicide & Crisis Lifeline has a Spanish language phone line at 1-888-628-9454 (toll-free). In Canada, call TalkSuicide at 1-833-456-4566 or appelez ou textes 1-866-277-3553.

ENCOURAGE THE PERSON TO SEEK TREATMENT

A suicidal or severely depressed person may not have the energy or motivation to find help. If the person doesn't want to consult a doctor or mental health provider, suggest finding help from a support group, crisis center, faith community, teacher or other trusted person. You can offer support and advice — but remember that it's not your job to substitute for a mental health provider.

OFFER TO HELP THE PERSON TAKE STEPS TO GET ASSISTANCE AND SUPPORT

For example, you can sit with someone while they make a call to a professional or you can research treatment options, help review insurance benefit information, or even offer to go with the person to an appointment.

ENCOURAGE THE PERSON TO COMMUNICATE WITH YOU

Someone who is suicidal may be tempted to bottle up feelings because the person feels ashamed, guilty or embarrassed. Be supportive and understanding, and express your opinions without placing blame. Listen attentively and avoid interrupting.

BE RESPECTFUL AND ACKNOWLEDGE THE PERSON'S FEELINGS

Offer reassurance that things can get better, but don't try to talk people out of their feelings or express shock. Remember, even though someone who's suicidal isn't thinking logically, the emotions are real. Not respecting how the person feels can shut down communication.

"CREATE AN ENVIRONMENT WHERE GETTING HELP AND DISCUSSING SUICIDE IS SOMETHING WE DO BEFORE A LIFE IS LOST AND NOT AFTER."

– DEXTER A. DANIELS



NEVER PROMISE TO KEEP SOMEONE'S SUICIDAL FEELINGS A SECRET

Be understanding, but explain that you may not be able to keep such a promise if you think the person's life is in danger. At that point, you have to get help. Keeping someone's suicidal thoughts or intent a secret won't be helpful for them, and it's stressful and unhealthy for you.

REMOVE POTENTIALLY DANGEROUS ITEMS FROM THE PERSON'S HOME, IF POSSIBLE

If you can, make sure the person doesn't have items around that could be used for suicide — such as knives, razors, guns or drugs. If the person takes a medication that could be used for overdose, encourage the person to have someone safeguard it and give it as prescribed. Do they own a gun? Offer to keep the gun lock or gun safe key (if they have either) just until they feel better. Ask them to let someone else store their ammunition or firearm until they are out of crisis.

Don't leave a suicidal person alone with a firearm.

TAKE CARE OF YOURSELF

It can be scary and stressful to try to help someone who is thinking of ending their life. Take care of your own mental health and don't go it alone; reach out to others who can support you, help with the situation, or take over helping the person who is struggling if it is getting to be too overwhelming for you. If a coworker is feeling suicidal, contact your Human Resources team - they are there to help and they have the experience and resources to do so.

FOR IMMEDIATE HELP IF SOMEONE HAS ATTEMPTED SUICIDE:

- Don't leave the person alone.
- Call 911 or your local emergency number right away. Or, if you think you can do so safely, take the person to the nearest hospital emergency room yourself.
- Try to find out if the person is under the influence of alcohol or drugs or may have taken an overdose.
- Tell the person's family member or close friend right away about what's going on.

CHECK OUT THESE ADDITIONAL RESOURCES

American Foundation for the Prevention of Suicide

988 Suicide and Crisis Lifeline



SUPPORTING SOMEONE WHO'S GRIEVING

When a friend, coworker, or loved one is grieving a loss, you may want to support them yet you may be unsure of what to say or do. Here are some suggestions for how you can be supportive.

WHEN SOMEONE IS GRIEVING, YOU CAN[1]:

Be a good listener. Be genuine.

Take over tasks or responsibilities when you can without being overly solicitous.

Expect emotional ups and downs (sometimes sudden).

Recognize that after loss of a parent or child, things will never be the same for that person.

Understand a possible shift in the person's perspective. What was important and meaningful before may seem trivial to them now.

Be willing to agree with the person that this is a terrible event, that it's not fair, that it's desperately sad.

Check in with the person, even many months after the loss (that's the time when most other people stop asking).

Allow the grieving person to share feelings with you, even anger or guilt. Those are normal feelings and need to be expressed. Listening does not mean you agree, it just means that you are available to listen.

Expect some changes in how the person relates to you. They may be more distant or more needy or alternate between these. Tolerate this as best you can.

Help them take care of themselves - cook a meal, drop by healthy groceries, invite them to take a walk or hike, etc.

Recognize that when you care about someone who has a loss, it is painful and hard on you, too. It can bring up some of your own issues of loss as well.

Don't forget to take care of yourself!

WHEN A FRIEND IS GRIEVING, KEEP IN MIND TO[2]:

Avoid making any assumptions about how the person will feel, behave, or what he/she will need from you. Be available and open to what is needed.

Avoid expecting the person to follow any socially-ordained models for bereavement.

Avoid "skirting around" the issue of the loss because you think it will make the person too sad if you ask about it or say you're sorry for their loss (the person is thinking about it already and might really appreciate the gesture).

Avoid expecting the person to return to "normal" on any known schedule. Normal grief reactions are highly individual.

We all want to offer comfort to someone who's grieving but avoid "comforting" statements with religious or value overtones such as "H/She is in a better place now.", "Time heals all wounds," or "Everything happens for a reason" as many people aren't ready to consider these concepts in the midst of their grief or may not share the same religious beliefs. It's ok to say, "I don't know what to say." Or "I'm just here if you need me."

Avoid taking it personally if your efforts at comfort are rejected or don't seem to help.

IT'S NOT ONLY THE DEATH OF A LOVED ONE OR A BAD ACCIDENT THAT CAN TRIGGER THESE REACTIONS AND EMOTIONS. SERIOUS HEALTH PROBLEMS, DIVORCE OR A BREAKUP, LOSING A JOB, THE DEATH OF A PET, EVEN LOSS OF A FRIENDSHIP CAN BRING ABOUT GRIEF.

1Coping with Grief After a Sudden Death. (2020, October 29). Northwestern Counseling and Psychological Services. https://www.northwestern.edu/counseling/shared-assets/homepage/grief-coping.pdf

2 Coping with Grief After a Sudden Death. (2020, October 29). Northwestern Counseling and Psychological Services. https://www.northwestern.edu/counseling/shared-assets/homepage/grief-coping.pdf



MENTAL HEALTH AWARENESS
GET INSPIRED

Having a mental illness or mental health issues doesn't have to be a barrier to living a fulfilled life and doing great things. Take a look at this list of just a few of the well-known people who have contributed to the world in incredible ways:

PEOPLE WHO HAVE STRUGGLED WITH MENTAL ILLNESS & THEIR AMAZING ACCOMPLISHMENTS

ABRAHAM LINCOLN
The revered sixteenth President of the United States suffered from severe and incapacitating depressions that occasionally led to thoughts of suicide, as documented in numerous biographies by Carl Sandburg.

AUDREY HEPBURN
Surviving the second world war in the Netherlands as a child, Audrey Hepburn was adored and revered as the epitome of grace during her acting career. She only opened up late in life about the scars of the Nazi occupation, her father's abandonment of her family, and her experiences with an eating disorder and depression.

CHARLES DICKENS
One of the greatest authors in the English language suffered from clinical depression, as documented in The Key to Genius: Manic Depression and the Creative Life by D. Jablow Hershman and Julian Lieb.

DEMI LOVATO
The 29 year old singer experienced years of drug addiction, including an overdose that nearly killed them, with periods of sobriety and then relapse. They also battle bulimia nervosa, brought on by loneliness and immense pressure as a celebrity to be stylishly thin. Lovato reports continuing to work on disordered eating.

ERNEST HEMINGWAY
The Pulitzer Prize-winning novelist's suicidal depression is examined in the True Gen: An Intimate Portrait of Ernest Hemingway by Those Who Knew Him by Denis Brian.

JIM CARREY
Star of blockbuster movies like Bruce Almighty, The Mask, and The Truman Show, comedian and actor has been public about his difficult childhood and lifelong struggles with depression.

LINDSEY VONN
Olympic medalist and women's record holder for World Cup medals, Vonn has shared her history of depression around her parents' divorce and worsened by transition out of competitive life. She credits treatment, taking care of herself, and caring for her rescue dog with helping her feel better and has stated, "Admitting that I needed help was the hardest part."



LIONEL ALDRIDGE
A defensive end for Vince Lombardi's legendary Green Bay Packers of the 1960's In the 1970's, he suffered from schizophrenia and was homeless for two and a half years. Later, he gave inspirational talks on his battle against paranoid schizophrenia.

LUDWIG VAN BEETHOVEN
The brilliant composer experienced bipolar disorder, as documented in The Key to Genius: Manic Depression and the Creative Life by D. Jablow Hershman and Julian Lieb.

MICHELANGELO
The mental illness of one of the world's greatest artistic geniuses is discussed in The Dynamics of Creation by Anthony Storr, and other experts believed he also had high functioning autism.

NAOMI OSAKA
The 24-year-old tennis champion has publicly shared her struggle with depression and social anxiety. In 2021 she dropped out of a major tennis tournament, the French Open, because officials would not honor her request to skip press interviews that were causing her overwhelming anxiety.

PATTY DUKE
The Academy Award-winning actress told of her bipolar disorder in her autobiography and made-for-TV movie Call Me Anna and A Brilliant Madness: Living with Manic-Depressive Illness, co-authored by Gloria Hochman.

PAULA ABDUL
Choreographer, dancer, and American Idol star judge, Abdul has shared that she struggled with an eating disorder, bulimia nervosa, for 15 years, and that a month of specialized inpatient treatment helped her finally overcome the illness.

VINCENT VAN GOGH
The celebrated artist's bipolar disorder is discussed in The Key to Genius: Manic Depression and the Creative Life by D. Jablow Hershman and Julian Lieb and Dear Theo, The Autobiography of Van Gogh.

WINSTON CHURCHILL
"Had he been a stable and equable man, he could never have inspired the nation. In 1940, when all the odds were against Britain, a leader of sober judgment might well have concluded that we were finished," wrote Anthony Storr about Churchill's bipolar disorder.

TIP

Don't let a mental health issue hold you or someone you love back from pursuing dreams! The unknown is always scary, but do these things instead of avoiding:

- Educate yourself about mental health, mental illness, and treatment options.
- Open up to at least a few people you trust for support.
- Make a plan to go for what is important to you in life.

GET HELP WHEN YOU NEED IT
Talk to your Human Resources office for help finding counseling resources. If you are in crisis, in the US or Canada call or text 988, the Suicide & Crisis Lifeline



MENTAL HEALTH AWARENESS MOVIE NIGHTS

Movies and documentaries are a great way to learn more about mental illness. While some movies don't responsibly or realistically portray mental health issues, others do a better job, and can help promote understanding of and appreciation for the very human struggles that many of us face. Grab a friend and a snack and pick a few to watch!

MOVIE LIST

The King of Staten Island, 2020

Paper Spiders, 2020

Inside Out, 2015

Touch With Fire, 2015

The Skeleton Twins, 2014

Silver Linings Playbook, 2012

The Perks of Being a Wallflower, 2012

Little Miss Sunshine, 2006

Matchstick Men, 2003

A Beautiful Mind, 2001

Girl, Interrupted, 1999

What's Eating Gilbert Grape, 1993

DOCUMENTARY LIST

Bedlam, 2020

Robin Williams: Come Inside My Mind, 2018

Heal, 2017

When the Bough Breaks, 2017

The Anonymous People, 2013

Men Get Depression, 2008

VIEWING/DISCUSSION GUIDE

To deepen your understanding of and appreciation for the issues faced in these films, consider the following questions:

1. The stigma of mental illness can make it difficult and scary to ask for help. Did any the characters face stigma around their mental health issues? Was this stigma from the people around them? Was it related to culture? Did they feel stigma within/about themselves?
2. What role did community and connection with others play in the characters' journey? Was connection helpful or harmful?
3. How did you feel and what did you learn watching this film? Did it change any views on mental health you may have had? If so, in what ways?
4. Avoid taking it personally if your efforts at comfort are rejected or don't seem to help.

GET HELP WHEN YOU NEED IT

Talk to your Human Resources office for help finding counseling resources. If you are in crisis, in the US or Canada call or text 988, the Suicide & Crisis Lifeline.



MENTAL HEALTH AWARENESS
GET PROACTIVE

There are so many things you can do to protect and elevate your mental health. The first step is to realize that you have more control over your mental wellness than you think. Take a look below to learn more about how to prioritize and take charge of your mental health.

YOU CAN BOOST YOUR RESILIENCE FOR TOUGH TIMES

TAKING CARE OF PHYSICAL HEALTH IS TAKING CARE OF MENTAL HEALTH

You boost your energy and build your resilience when you:

- Get enough sleep >> try adding just 15–30 minutes to your typical night's sleep.
- Eat nutritious food >> try swapping one unhealthy snack or side dish out for a nutritious one.
- Prioritize regular exercise >> even 20 minutes of vigorous exercise per day helps.
- Get yearly physical & dental exams >> put a reminder on your calendar or phone to schedule the appointment.

EXPAND YOUR COPING SKILLS

Make it a goal to add one or two more things to your "coping toolbox" for times of stress, especially if you tend to rely on alcohol to relax. Try a few of these:

- Take a short walk.
- Listen to music.
- Make a cup of tea or decaf coffee.
- Give yourself a pep talk.
- Distract with a good book or fun game.
- Take 3 deep breaths.
- Make plans to hang out with a friend.

DON'T GO IT ALONE

Talk to a trusted friend or family member for support. To find counseling resources, talk to your **Human Resources** office.

KNOWLEDGE IS POWER

Educate yourself about mental health and mental illness at these reliable sites:

The Mayo Clinic

National Alliance on Mental Illness

Mental Health America



SUPPORTING A GRIEVING EMPLOYEE

Supporting a grieving employee can be challenging for many reasons, including discomfort with the topic of death, fear of crossing professional boundaries, and just not knowing what to say. Here's some guidance for supporting a grieving employee.

STEPS TO SUPPORT A GRIEVING EMPLOYEE[1]

STAY IN TOUCH

As a supervisor, even if a co-worker is closer to theemployee, be sure to stay in touch. You'll want to initially express your condolences and see if the employee needs any help. Encourage them to take the time that they need and at some point (not immediately unless they inquire) provide them with policy information about bereavement leave and time-off. While you may need the employee at work, when employees return to work too soon they may struggle with a lack or organization and productivity along with unplanned absenteeism.

OFFER TO INFORM THE TEAM

Ask about the employee's preferences for informing Their coworkers and get clear on the extent of the details they want to share. Providing the team with consistent information can help alleviate worry and deactivate the rumor mill. If the employee has direct reports, pull them together, in person or virtually, to process and discuss how they can receive the support they need in their supervisor's absence.

EXPRESS YOUR CONDOLENCES AS A TEAM

Depending on the employee's wishes, you can arrange a group expression of condolences, sending a card or flowers, making a donation to an identified charity or cause, and/or attend the funeral or service.

FIND OUT IF PRACTICAL SUPPORT IS NEEDED

If a close family member has passed away, the employee might find it very difficult to function. Check in with them about this and if need be, talk with your team to identify any ways to help, such as shopping for groceries, dog walking, or baby-sitting.

BE ACCOMMODATING

When the employee is ready to discuss returning to work, find out what they need to adjust their work environment for a while until they're feeling stronger. Adjustments like shorter hours, telecommuting, a quieter office, or temporarily adjusting their responsibilities can help. It can take a long time for people to get over a close loss, and this can affect work performance. If it becomes a long-term issue, have a conversation with the employee and suggest they consider help via a counselor or grief therapist.

STEPS TO SUPPORT A GRIEVING EMPLOYEE

Saying "How are you today?" instead of "How are you?" acknowledges that grief is ongoing and the employee will be less likely to answer with "I'm fine."

Offer something specific but make sure the employee knows they can decline "We'd like to send you some restaurant gift cards, but only if that would be helpful." or "I'm available all day tomorrow if you'd like to take a walk."

Let them know you're available for support "I'm glad you're back; I'm here if you need anything at all."

Avoid making statements with religious or value overtones such as "S/he is in a better place now.", or "Everything happens for a reason.", instead, just offer your condolences "I'm so very sorry for your loss."

[1] The value of supporting a grieving employee. (n.d.). Kelly. kellyservices.us/us/business services/business-resourcecenter/managing-employees/the-value-of-supporting-a-grieving-employee/

[2]Roepe, Lisa R. How to Support Employees through Grief and Loss. (n.d.). Grief.com. qrief.com/grief-in-the-workplace/



SUPPORTING EMPLOYEES WITH AN AUTISM SPECTRUM DIAGNOSIS

Like anyone else, people with Autism Spectrum Disorder can be valued team members. With a little education, forethought, and sensitivity, you can create a welcoming and supportive environment for amazing employees with Autism Spectrum Disorder.

WHAT IS AUTISM SPECTRUM DISORDER?

Autism Spectrum Disorder (ASD), or Autism, is a form of neurodivergence that refers to a broad range of conditions that typically involve challenges with social skills, repetitive behaviors, and speech.

Autism is a spectrum disorder, which means that there are many different sets of signs and levels of severity; each person with autism has a unique set of strengths and challenges.

Autism is what's known as a pervasive developmental disorder, meaning that its effects, or potential for effects, are thought to be present at birth and affect a person's functioning in multiple ways; however, it's useful to think about Autism Spectrum as more like different personality traits than a "disorder".

HOW COMMON IS AUTISM SPECTRUM DISORDER?

According to the Centers for Disease Control, autism affects an estimated 1 in 44 children in the United States today. Boys are about four times more likely to be diagnosed with autism than girls. Autism is present at birth, but often not diagnosed until age two to six, and individuals that are less impacted by autism may not receive a diagnosis until adolescence or adulthood.

WHAT ARE THE SIGNS AND TRAITS OF AUTISM SPECTRUM DISORDER?

While about 25 to 30% of people with autism have little or no verbal speech, and about 31% are considered to have an intellectual disability, 44% are considered to be in the average to above average range of intellectual ability. This means that there are lots of bright, capable people with Autism Spectrum Disorder living and working in your community. Sometimes this group is referred to as having "High Functioning Autism".

The signs and traits of "High Functioning Autism" vary a lot from person to person, but may include:

- Discomfort with change
- Seeming emotional sensitivity to unexpected issues
- Paying a great deal of attention to particular subjects or ideas
- Uncommon speech patterns
- Difficulty initiating and/or understanding the
- Nuances of social interactions
- Sensitivity to sensations like sounds, light, movement, certain types of clothing, and other sensory input
- A preference for routines vs an ever-changing daily schedule or "playing it by ear"
- Possible repetitive or restrictive habits
- Unusual movements
- A strong sense of fairness and justice



People with "high functioning autism" often have strengths that may include[2]:

- Memorizing and learning information quickly
- Thinking and learning in a visual way
- Enhanced logical thinking ability
- Excelling in areas such as science, engineering and mathematics
- Having an extraordinarily good memory for facts and occurrences
- Being precise and detail orientated
- Exceptional honesty and reliability
- Being dependable regarding schedules and routines
- Ability to concentrate for long periods of time when motivated
- A drive for perfection and order
- A capability for alternate problem solving

HOW CAN I SUPPORT AN EMPLOYEE WITH AUTISM SPECTRUM DISORDER?

SHOULD I ASK?

Having a diagnosis of Autism Spectrum Disorder is confidential personal information, and an employee is under no obligation to report it. Some employees do choose to share their diagnosis as a way of promoting understanding and to facilitate a request for reasonable accommodations to help them successfully perform their job duties. As a supervisor, you should not ask an employee if they have any illness, condition or disability.

HOW CAN I HELP?

The most important thing when supporting an employee with Autism is to provide a welcoming environment. Next, understand that every individual with autism is unique, with individual skills, abilities, preferences, and needs. If you have an employee who has voluntarily self-identified as having autism, ask them how you can support them. That said, here are some general tips from Focus Professional Services, a Neurodiversity Talent Agency[3]:

KEEP LANGUAGE DIRECT

People with autism learn best when the language used is direct and concrete. Where possible, instructions should be written down in bullet point form or as a checklist for easy reference. Many people with autism take communication very much at face value, so metaphors and sarcasm should be avoided as they can cause misunderstandings.

For example, instead of saying, "Wow, could you have been any more accurate with these numbers?! (praise delivered with well-meaning sarcasm), say, "Wow, you were super accurate with these numbers!" (direct feedback, no chance for misinterpretation).

BREAK COMPLICATED TASKS DOWN

For many employees, giving a broad instruction and expecting them to work out how to do it is seen as a way of building agency and independence. For an employer of an employee with autism, these nebulous tasks can be broken down into concrete steps, and the process should build in regular check-ins to make sure the employee doesn't need more instruction. An interesting side effect of this approach is that many employers find ways to make processes more efficient for everyone when they have to break the task into its explicit components.

DEBRIEF FREQUENTLY

Your employee on the autism spectrum may encounter potentially challenging situations that they don't feel equipped to handle or don't know how to handle. They tend to have a strong sense of justice and may see the world more in black and white terms, both of which could potentially lead to conflicts with co-workers. Be prepared to spend time with them to debrief situations, focusing on what went well and what would help them to improve the outcomes of the situations. Don't be afraid to give direct advice on how to handle interactions if your employee is open to it.

REMIND COWORKERS

Not every employee shares the same sense of humor, has the same work habits, or is social with their peers (yet most want to be invited to social events in and outside of work hours).



LEAD
Lead by example to accept individual differences that don't affect job performance. Keep a watchful eye regarding the employee's treatment by co-workers and any social gaffes and educate co-workers on the importance of including all employees without judgment.

And here are more good tips from the United Disabilities Services Foundation[4]:

CONSIDER ASSIGNING A MENTOR OR BUDDY
For an employee with autism, an assigned mentor or buddy on their team will provide a friendly face and a trusted source of support and advice. A mentor or buddy can also help the employee navigate the work social scene a bit more successfully.

ACCOMMODATE WHEN APPROPRIATE AND REASONABLE
An impactful way that employers can support employees with autism is by providing reasonable accommodations. While it can be a bit anxiety-provoking to think about providing reasonable accommodations, many accommodations are quite simple to arrange and do not disrupt the work environment. When considering reasonable accommodations, be sure to include someone from your Human Resources office in the process; they are the experts in this area and can be very helpful in determining what is reasonable and feasible.

Here are some examples of accommodations that have helped employees with autism:

- Providing noise-reducing headphones if noise sensitivity is an issue
- Turning off or dimming overhead lights if light sensitivity is an issue
- Providing information about changes in tasks or the workplace well in advance
- Holding one-to-one meetings with the person to reduce social clutter and distraction
- As much as possible, allowing the individual to follow their own regimented schedule to reduce their anxiety
- Respecting personal space and using verbal praise instead of touch to show kindness
- Avoiding eye contact if this makes the individual uncomfortable

If you or your employee feels that reasonable accommodations might increase their success in their position but are unsure of what is feasible, the Job Accommodation Network is a great source of information and ideas.

WHAT ABOUT PERFORMANCE MANAGEMENT?

As with any employee, regular feedback, both corrective and positive, helps employees with Autism Spectrum Disorder stay engaged and understand how they are performing in their role. When reasonable accommodations have been arranged for any employee, performance management schedules and activities remain largely the same. It's important to hold the same high standards of performance with all employees, regardless of disability status or the presence of reasonable accommodations.

If a job performance issue arises for an employee with Autism Spectrum Disorder, you'll want to use the same approach as you would with any other employee, accommodating any communications or meeting preferences that have already been established. Clearly provide job and performance improvement expectations and allow time for your employee to ask questions. Be prepared to provide job expectations at a high level of detail. If, at the time of performance evaluation, an employee volunteers that some aspect of a condition or disability is a factor in job performance, loop in your Human Resources office so that you can be sure to handle the issue sensitively and formally explore avenues of support or additional reasonable accommodation, if need be.



LASTLY, HOW CAN I ENCOURAGE CANDIDATES WITH AUTISM WHEN HIRING FOR A POSITION?

When developing job descriptions, review boilerplate descriptions of essential functions and preferred qualifications and reconsider where appropriate. For example, are "Outstanding and sensitive communication skills", "Positive, energetic attitude towards guests and peers"' or "Passion for the snowsports industry" truly necessary qualifications for success in a non-guest-facing applications development or accounting position?

Knowing what to expect from the process can really help an applicant with Autism Spectrum Disorder present themselves in the best light possible. Provide as much detail as possible when scheduling an interview, including how many interviewers will be present and their job titles, the type of interview (e.g., "We'll be conducting an interview with 7 structured questions and some time at the end for you to ask any questions.", or "We'll be asking you some standard questions and then asking you do to a task involving _____."), and how many interviews the applicant can expect to have during the selection process.

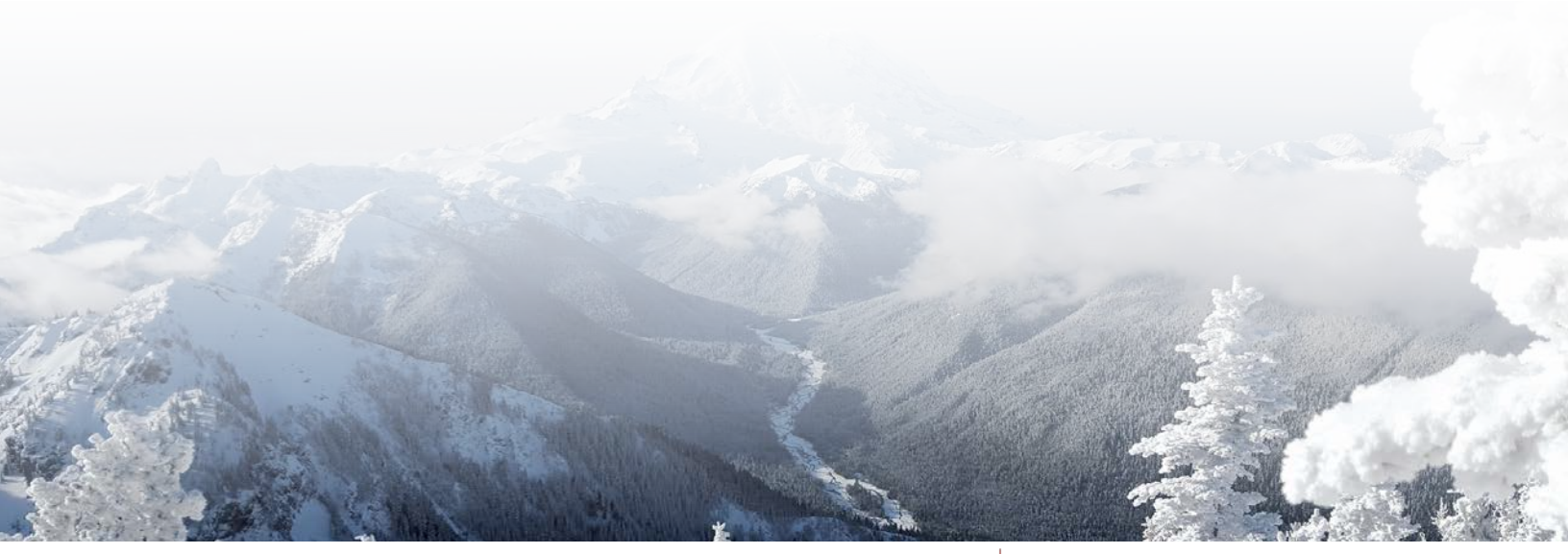
Educate everyone on the interview team about the individual differences that applicants on the autism spectrum may display, such as a relative lack of eye contact, a more literal sense of humor, or a strong focus on detail.

[1](n.d.). 10 Symptoms of High-Functioning Autism. Applied Behavior Analysis. Retrieved March 21, 2023, from https://www.appliedbehavioranalysisprograms.com/lists/5-symptoms-of-high-functioning-autism/

[2]Altogether Autsim (n.d.). Strengths and abilities in autism. Altogether Autism. Retrieved March 15, 2023, from https://www.altogetherautism.org.nz/strengths-and-abilities-in-autism/

[3]Simpson, C. (2020, November 19). Managing an Employee with Asperger's or High Functioning Autism. Retrieved March 21, 2023, from https://focusps.ca/managing-an-employee-with-aspergers-or-autism/

[4]United Disabilities Services Foundation (2019, November 15). Managing an Employee with Asperger's or High Functioning Autism. UDS Foundation. Retrieved March 23, 2023, from https://udservices.org/employees-with-autism/





PREVENTING SEXUAL HARASSMENT: CREATING A CULTURE OF RESPECT

Working at a ski resort has incredible rewards. In addition to living in a beautiful area and getting to ski, employees often form very close bonds with one another and make amazing and lasting friendships.

Some employees feel as though they have a whole new family when they join resort employment. You may find, however, that not everyone is well-equipped to handle the closeness and camaraderie that can come with working at the resort while also appropriate professional boundaries.

If you've ever had to deal with a sexual harassment or sexual assault complaint, you know how stressful it can be, as well as the destructive impact it can have on employee culture, morale, and productivity.

Here are some tips to help you establish and maintain a culture of respect among employees:

1. **Know your sexual harassment policy, and alert and seek guidance from HR** whenever, and as soon as, you suspect or are informed of an issue. Don't go it alone when it comes to reports of sexual harassment or inappropriate behavior. This guide is intended to supplement your location policies, not replace them.

2. **Start with the basics**. While this guide is focused on preventing sexual harassment and assault, the best way to that is to encourage a general foundation of respect among all employees. You can do this by modelling respect for all employees and:
   - Taking employee concerns seriously
   - Treating all employees with the level of respect that you want to see them treat each other
   - Not talking negatively about employees to others
   - Treating employees the same, regardless of gender, ethnicity, or other characteristics
   - Avoiding "scapegoating" an employee for team issues
   - Avoiding jokes that might make some employees uncomfortable

3. **If you notice or hear about inappropriate behavior,** don't wait for another employee to complain about it, **address it right away**. This might include excessive teasing, one employee badgering another for a date, an employee flirting or touching another in a way that seems unwanted.

4. **Get comfortable with being "matter of fact"** about correcting employees, giving feedback, or discussing your own boundaries. By doing so, you help teach them how to do it.
   - Use a calm, emotionally neutral tone
   - Don't beat around the bush; start off with "I want to give you some feedback that might be helpful…", "This might be difficult to hear, but I'm telling you because I really want you to succeed…", "I try very hard to treat my team members with respect, and I expect you to do the same…"



5. **Establish norms for your team** (or housing unit), and repeat them often in a manner that communicates, "this is what we do here". Examples might be:
   - On this team/in this building, we treat each other with respect
   - On this team, we have difficult conversations, but we do it respectfully
   - Nobody bullies anyone else on this team
   - On this team, we take responsibility for our mistakes and our successes
   - In this building/on this team, we don't turn a blind eye when we see something inappropriate

7 WAYS TO PREVENT SEXUAL HARASSMENT IN THE WORKPLACE

By Elizabeth Bille, JD, Society for Human Resource Management-Senior Certified Professional Edited for brevity

By taking a different approach to addressing sexual harassment prevention, employers can effectively diminish the potential for harassment and ensure a safe, harassment-free workplace for all. Here are seven solutions to preventing sexual harassment at work.

1. **Make it Crystal Clear that Sexual Harassment Prevention is a Company Priority**. Educate and inform staff about the types of behaviors that will not be tolerated in the workplace. Organizations should review their harassment policies regularly. And, they should communicate about these policies and the principles they reflect frequently—not just during onboarding or annual training cycles, but all through the year in all-staff and smaller team meetings, in internal company communications, and more.

   But not all communications are created equal. To help sexual harassment prevention at work, research shows that communications should not be tepid in tone; rather, they should include strong, unequivocal statements that the prevention of sexual harassment is a high priority for the company and that any employee who violates the policies against it will be held accountable, regardless of their position in the company. Finally, to truly be effective, it is critical that these communications come from leaders throughout the organization, preferably top executives, and not just HR.

2. **Make Sure That Employees and Management Understand What Sexual Harassment Is**. It may seem that it should be obvious what sexual harassment at work is, but employers need to take steps to ensure that staff members understand exactly the types of actions and behaviors that are inappropriate. This isn't only about egregious acts of inappropriate physical contact. Sexual harassment encompasses a wide range of behaviors and actions that are objectionable and undesirable including making inappropriate sexual comments, displaying or watching inappropriate content, etc. If employees know that these actions are unacceptable, it is easier for them to understand how to avoid sexual harassment claims in the future.

3. **Keep Sexual Harassment Prevention Training Positive**. Employees don't respond well to insinuations—or outright statements—that they're doing something wrong, that they can't be trusted, or that they're assumed to be guilty of engaging in bad behaviors. Much sexual harassment training is focused on the negative—what not to do—which can signal to employees a belief that they may be part of the problem; that is, if left to their own devices, that they will harass others.

   Using positive messaging that assumes employees want to do the right thing (because the vast majority of employees do!), engages them to be a part of the solution to harassment in the workplace, and motivates them to help promote a respectful culture can be far more effective in shaping employee conduct than a "stick" approach that focuses on bad behavior and consequences to be avoided.



4. **Lighten Up on the Legalese.** Just as negative messaging fails to resonate with employees, a strong focus on the laws and regulations related to sexual harassment can be a quick deterrent for employees. Yes, these issues need to be covered for compliance reasons. But they don't have to serve as the sole foundation for your sexual harassment prevention training and communication efforts.

   In contrast, a focus on professional, respectful behavior is more likely to engage and influence employees and managers than a focus on identifying legal violations. Thus, while it is necessary to include legal compliance content where it is required by law, be sure to balance that with additional guidance and examples that reflect a higher standard: your company's values, policies, and culture.

5. **Enlist Employees in Ensuring a Harassment-Free Workplace**. HR leaders, managers, and supervisors can't be monitoring harassment 24/7. But, by enlisting the aid of employees themselves, companies can boost the odds that incidents or warning signs of harassment will be seen, reported and acted upon—and even prevented. HR isn't solely responsible for the prevention of sexual harassment at work. All employees are. And all employees can be trained to serve as good bystanders—helping to support a positive and respectful culture by:
   - Interrupting incidences of harassment or its warning signs
   - Supporting others who have experienced harm after the fact
   - Formally reporting harassment
   - Encouraging others' allyship

Letting employees know that they play this role and providing them with training and resources to help them take action are important steps in leveraging the power of the masses to create a culture of safety and respect. Of course, not all employees will feel comfortable personally stepping in to diffuse a situation. There are other steps they could take, though, including interrupting or distracting the individual who is acting inappropriately or reporting the issue to HR or management.

6. **Enlist Employees as Social Influencers**. Who are employees most likely to listen to as a trusted source: their HR department or their peers at work? The latter, of course. In fact, research conducted by Edelman, the Edelman Trust Barometer reveals that: "The biggest story of the last 16 years of Edelman Trust Barometer data has been the demise of traditional authority and the corresponding rise of 'a person like me' (friends, peers or a person we believe shares similar values or characteristics) as a trusted source of information."

   Reach out to influential employees to seek their support for harassment prevention efforts and their input on how communication and training can be improved to be most effective.

7. **Take Swift and Decisive Actions as Issues Arise.** If employees feel that nothing will be done if sexual harassment issues emerge, they will stop reporting these incidents, and those employees who may commit harm may feel emboldened to continue acting inappropriately. Thus, it is critical that employers respond promptly to reports of sexual harassment in the workplace, engage in a thorough and objective review/investigation of the matter, impose meaningful consequences as appropriate, and let the reporter know that they have done so. While organizations often are not able to share specific and personal information about disciplinary actions taken, they can communicate generally about these actions and the organization's absolute commitment to holding people accountable for incidents of sexual harassment.



MANAGER GUIDE: RECOGNIZING, RESPONDING TO, AND PREVENTING

TEAM BURNOUT

Anyone can feel burnt out now and then, but if those feelings persist among your team members or for yourself, it can take a toll on job satisfaction, life satisfaction, creativity, and productivity. Read on for tips on how you can recognize and respond if your team is feeling a little crispy, and work to prevent burnout from occurring.

IN THIS MANAGER WELL-BEING GUIDE, LEARN HOW TO:

- Identify burnout in your employees
- Address burnout in your employees
- Understand and apply strategies to decrease burnout in your team, including your own burnout

WHAT IS BURNOUT?

- Pinpointing exactly what burnout is can help you support your team members. Burnout is:
- A form of exhaustion, often from feeling swamped or overloaded
- Can result from excessive/prolonged emotional, physical, or mental stress
- Often related to one's job, but people can experience burnout around personal issues, too

COMMON SIGNS OF BURNOUT IN EMPLOYEES:

- Emotional, mental, and physical exhaustion
- Disengagement, apathy
- Increased absenteeism
- Isolation
- Higher sensitivity to feedback
- Decreased productivity
- Irritability
- Decrease in quality of work
- Lack of motivation

WHAT CAUSES BURNOUT?

Research has shown that burnout is often the culmination of 3 factors[1]:

Exhaustion. A state of extreme physical and/or mental fatigue

Cynicism. Feeling skeptical, mistrusting, pessimistic, and doubting the mission of oneself and/or others

Feelings of Inefficacy. Feeling like it's impossible to be effective, unable to do one's job or exercise one's strengths due to barriers that may be beyond personal or team control

WHAT CAN I DO ABOUT IT?

- Talk about it, get the issue out in the open, and help your employees feel heard and understood about it.
- Praise your employees and be specific about what they do that you appreciate.
- Think about inclusion on your team. Employees who experience a lack of inclusion are more likely to experience high levels of burnout.



TO DEAL WITH EXHAUSTION

PRIORITIZE SELF-CARE

Examples of self-care include rest, exercise, recreation, spending time with energizing people, healthy eating, avoiding over-extending.

ENCOURAGE YOUR TEAM TO PRACTICE SELF-CARE

To get your employees to practice self-care, you must lead by example.

- Have a team discussion about the importance of self-care
- Brainstorm about how to work a little self-care into the workday
- Encourage brain breaks throughout the day- 5 to 10 minute periods away from their work area, stretching, chatting, or taking a quick walk.

LOOK FOR WAYS TO ALLOW EMPLOYEES SOME FLEXIBILITY IN THEIR HOURS

Burnout accelerates when employees can't ever disengage from their jobs. Work to arrange scheduling to facilitate employees taking earned time off and encourage employees to take earned vacation time. Another way to help with employee exhaustion is to plan something that everyone can look forward to.

- An afternoon stretching break
- An afternoon off
- A team lunch or dinner
- A bonding activity, such as a hike, movie night, or volunteering outside of the office
- In our business, lots of great employees can start feeling a bit burnt out in February/March – this is a great time to plan something fun for your team

TO DEAL WITH CYNICISM

NORMALIZE IT

Normalizing this feeling may reduce stress and anxiety around it; remind team members that even the most devoted and enthusiastic employees sometimes feel cynical about the work they are doing.

PUSH THE WHY

A thorough understanding of the WHYs behind our work reduces cynicism. Routinely discuss your mission, goals, and why these elements are important to your work.

- Make sure team members understand why their work is mission critical.
- For more inspiration about using WHY to motivate your team, check out this great Ted Talk by leadership development expert Simon Sinek.

CREATE OPPORTUNITIES FOR EMPLOYEES TO FORM NEW CONNECTIONS

- With people who do similar work, to lift each other up
- With people who inspire them
- With people who can mentor them or whom they can mentor
- Form a lunch or coffee break group

EMBRACE A GROWTH MINDSET

Introduce or reinforce the Growth Mindset amongst the team.

- Having a growth mindset means simply believing in the ability to improve through hard work and feedback and help from others.
- When you embrace a Growth Mindset, you welcome critical feedback and failure is seen as a necessary step to success.
- To foster a growth Mindset in your employees:
  - Provide feedback in a way that encourages motivation and improvement
  - Accept and embrace your own and others' failures as a part of the process to succeed
  - When challenges arise, encourage your team to reflect as a group about what they can learn from the experience and how their skills can develop as a result.
  - Talk to your team about how you use a growth Mindset to feel more motivated and get ahead
- Work with individuals or the team to identify new training opportunities or other means of professional growth.



TO DEAL WITH FEELINGS OF INEFFICIENCY

Several factors can cause employees to feel like they are unable to do their jobs effectively, including having too much on their plate, taking on tasks are beyond their skill level, not receiving enough constructive feedback, or a negative team culture. To help your team with feelings of inefficacy:

IDENTIFY NEEDS

Do your employees need:

- New training or new skills
- Cross-training (by the way, cross-training helps teams facilitate members being able to take time off!)
- New/different opportunities
- Knowing when its ok to say NO (or NEXT, or LATER) to a request

PROBLEM-SOLVE

Talk with employees one on one and discuss barriers they may be facing in their work and strategies to overcome them. Don't wait for a yearly performance evaluation to have these important conversations.

- Encourage team members to focus their attention and energy on areas where they have some control (such as how they approach their assignments, who they communicate with and how), versus issues and dynamics outside of their control.

OTHER STRATEGIES TO MITIGATE BURNOUT AMONG YOUR TEAM[2]:

Periodically assess workload, work hours and whether team members have adequate resources to do their job.

WHEN BURNOUT FEELS OVERWHELMING OR IS COMPLICATED BY OTHER MENTAL HEALTH CHALLENGES, ENCOURAGE EMPLOYEES TO CONTACT THEIR HUMAN RESOURCES OFFICE TO FIND OUT ABOUT ANY AVAILABLE COUNSELING SERVICES.

OTHER STRATEGIES TO MITIGATE TEAM BURNOUT

- Make sure team members understand why their work is mission critical.
- Periodically assess workload, work hours and whether team members have adequate resources to do their jobs.
- Promote Gratitude. Gratitude is the state of being actively grateful or thankful. It's a simple but powerful means to prevent or address burnout.
- Research shows that practicing gratitude helps improve one's mood and sense of optimism.
- To get your team practicing gratitude, consider starting meetings by having each person share one thing they are grateful for in their work life and one thing in their personal life. This activity not only encourages people to practice gratitude but enables people to get to know one another.
- Where applicable, be sensitive to Teams/Zoom and on-camera overload.
- Acknowledge stressors in your organization and allow occasional venting, while keeping a focus on optimism and problem solving.

[1] Maslach C, Leiter MP. Understanding the burnout experience: recent research and its implications for psychiatry. World Psychiatry. 2016 Jun;15(2):103-11. doi: 10.1002/wps.20311. PMID: 27265691; PMCID: PMC4911781.

[2] Panel, E. (2021, August 9). 13 Ways Employers Can Address Employee Burnout. Forbes. https://www.forbes.com/sites/forbeshumanresourcescouncil/2021/08/09/13-ways-employers-can-address-employee-burnout/?sh=3bef0dea1999



MANAGER GUIDE: USING INTENTIONS TO BOOST TEAM PERFORMANCE

To help keep your team motivated and productive, or to breathe new enthusiasm into a tired team, try these tips to use intention-setting as a simple way to stay mindful of what's important at work.

Science tells us that the practice of setting an intention actually changes our brain chemistry and increases the likelihood that we will take the actions necessary to reach our goals. You can apply these same principles to your work and encourage your staff to do the same. When employees successfully reach goals, large or small, their job satisfaction is boosted. Intention setting is a helpful skill in our personal lives, too.

WHAT IS INTENTION?

An intention is an idea about what you plan to do or achieve, an aim or a purpose, or a determination to act in a certain way.

- Intentions can be about specific performance or about aspects of the way we go about our jobs, like communication or attitude; it's great to practice both.
- When you share your intention(s), try to tie them in to the "why" of what you do, like guest service goals, or your team's or location's mission.
- Create a structure, a regular and predictable format for sharing intentions- for example, at the same time each day/week, same meeting, same time in the agenda, etc.
- Practicing intention can support the hotlist or other guest or employee experience standards, for example, you can ask staff to choose one intention related to the hotlist and one personal intention.
- If you start to notice that your team isn't putting as much effort or enthusiasm into this practice, shake it up a little now and then. You can be more directive in the kinds of intentions your team sets, for example:
  - "Today let's all focus our intentions/goals in some way on our attitudes."
  - "For today, I'd like for all of us to direct our goals/intentions to how we work together as a team."
  - "This week, I want for all of us to choose an intention/goal that we've never shared before."
  - "Let's talk about how we did on our intention/goal yesterday."
  - Model. To ensure that intention-setting practice is effective for your team. model it for your staff. Modelling (demonstrating and/or doing it yourself first) makes it more comfortable for your employees to try something new.



Depending on who's on your team and how open they tend to be to new approaches, you can be explicit and detailed about introducing intentions, or you can "low key" introduce the practice. Read on for a description of each approach.

EXPLICIT, DETAILED APPROACH SUGGESTED SCRIPT

- "Hey team, I want us to try something new to be more productive and have some fun. It turns out that when we mindfully set intentions, that creates chemical pathways in our brains and increases the likelihood of meeting our intentions or goals. I'd like us to try this as a team, so at each (shift report/meeting/check-in), let's go around quickly and each state one (or two) intentions for our day (or week).
- Think about one thing you'd like to accomplish or focus on for the day, it could be something from the hotlist (if applicable), or the kind of attitude you'd like to have for the day, and then let's go around and share them- I'll go first! My intention for the day is to be less distracted, more focused on our goal of XX, and to answer your questions as fast as I can. That way you can get your questions answered right away and get back to doing your jobs."

LOW KEY APPROACH SCRIPT

"Hey team, I want to try something a little different to help us stay on track and have some fun. I want us to go around quickly at the end of our (shift report/meeting/check-in) and share one (or two) goals or intentions for our day (or week). They can be about what you're working on or your attitude or something like that. You can tie it in to the hotlist if you want, but you don't have to. I'll go first... "I'm going to work today on being less distracted and answering any questions you all have as fast as I can. That way I won't slow down you doing your jobs."

USING INTENTION WITH EMPLOYEES ONE-ON-ONE

So far we've been talking about using intention-setting but intention-setting is helpful when supervising employees one on one, too.

- Ask individual employees to use intention-setting when they are struggling with motivation, e.g., "What's one goal/intention that you can set each day that would really help you feel good about accomplishing it?"
- When an employee is working on a performance issue, you can ask, "Can we come up with an intention/goal around meeting your responsibilities as a team player?"