

# mental health WORKS

FOCUS ON SOLUTIONS

1. Validate the individual. State his or her strengths and/or value to the organization:
2. Describe the change in behaviour in terms of what used to be beneficial:
3. Describe impact on performance and/or productivity:
4. If relevant offer accommodation. (Is there a health issue that might be affecting your work? Is there anything else I might do to help you do this?)
5. Be clear about what is expected in terms of performance and/or productivity. Do not use general or personality-related terms such as “improving attitude” or “becoming a team player”. Focus on the solution rather than the problem.
6. Coach the employee to set their own goals to achieve what is required. Engage them in developing the timeline and measurements to assess change. (This is crucial to get employee engagement in the process. Resist setting the goals and measurements yourself. Get commitment, not compliance for long-term success.)
7. Follow-up. Every time. Sooner rather than later, especially in the beginning. For serious issues, one day is not too soon. Agree what will be measured or reviewed at follow-up and when it will happen. If you will need to document the discussion (for serious situations or in cases of suspected mental illness) do it in front of the employee and agree on what is written. Be sure to include your offer of accommodation if relevant.
8. At the follow-up you will either praise the individual for reaching their goal and help them to set the next goal if relevant, or you will consider what got in the way if the goal was not met. No mention of discipline has occurred to this point. Discipline will become a next step if you feel you have done all that is reasonable to help this person overcome the obstacles to their success at work.