

FROM STIGMA TO SUPPORT

How HR Shapes Employee Mental Health —Participant Takeaway

Recognize: notice patterns, don't diagnose

Watch for sustained change from someone's baseline across:

- Performance — Slipping quality, missed deadlines, indecision
- Presence — More absences or lateness, or never logging off
- Behavior — Withdrawal, irritability, conflict out of character
- Physical — Visible fatigue, appearance changes
- Language — Hopeless or self-critical talk

“Behind every conversation is a human being.”

Respond: a simple way to open the door

Step	What it means	Sounds like
NOTICE	Name what you've observed, gently	“I've noticed you've seemed overwhelmed lately.”
ASK	Open the door; don't interrogate	“How are you really doing? I've got time.”
LISTEN	Be present. Don't fix or minimize	Reflect back. Let pauses breathe.
CONNECT	Bridge to help — you're the guide	“You don't have to carry this alone. Let's find support.”

Equip leaders: confidence is the deliverable

- Train recurring, scenario-based basics: recognize → respond → refer
- Give managers language and scripts so they don't improvise in hard moments
- Define the boundary: managers support and connect; they don't counsel or diagnose
- Make it safe to say “I'm not sure what to do here” — and support the supporters

Your Next Steps

THIS WEEK	THIS MONTH	THIS QUARTER	ALWAYS
One real check-in: ask one person how they're really doing, and listen.	Audit your support architecture — can employees find the EAP, benefits, and 988 in under a minute?	Build or refresh manager training; make confidence the goal.	Protect dignity, model openness, be the safe person.

Resources:

988 Suicide & Crisis Lifeline Call or Text 988 (U.S.)

NAMI — Nami.org **Your Company's EAP**

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