

GM@W Suggested Responses

Please consult the Selection of Suggested Actions and Applying a Quality Framework documents to help you select suggested actions to undertake for Clear Leadership & Expectations.

PF3: CLEAR LEADERSHIP & EXPECTATIONS

OBJECTIVE: A work environment where there is effective leadership and support that helps employees know what they need to do, how their work contributes to the organization, and whether there are impending changes.

PF3: Survey Results
(check rating, if applicable)

Serious Concerns	Significant Concerns	Minimal Concerns	Relative Strengths
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PF3: Organizational Review Results
(check rating, if applicable)

Serious Concerns	Significant Concerns	Minimal Concerns	Relative Strengths
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Serious Concerns = 5 to 9 Significant Concerns = 10 to 13 Minimal Concerns* = 14 to 16 Relative Strengths** = 17 to 20

* Although this is a Minimal Concern, it is important to attend to it and review the Organizational Review Results and the Survey Results for any additional or individual-identified areas of concern.

** Although this is a Relative Strength, it is important to review the Organizational Review Results and the Survey Results for any additional or individual-identified areas of concern.

The list below contains actions that you can take to respond to actual or potential concerns related to **Clear Leadership & Expectations**. Many of these actions have been found to be effective in research studies, have been recommended as best practices, or have been found valuable in applied settings. Some have been informed by emerging case law and regulatory requirements. The actions are drawn from diverse industries and sectors, and not all may be applicable or feasible in your particular workplace. This list is not exhaustive, nor is it intended to be prescriptive. Rather, these are suggestions for possible courses of action.

If **Clear Leadership & Expectations** has been flagged as a **Relative Strength** in your workplace, it is important not to overlook this finding. You can do this by developing policies that protect this relative strength and engaging staff in discussions of how this strength can be enhanced by implementing the suggested actions below.

If **Clear Leadership & Expectations** has been flagged as an area of concern in your workplace, consider which of these actions might be appropriate. In making your decision, it can be helpful to keep the following six key quality dimensions in mind: Appropriateness, Acceptability, Accessibility, Effectiveness, Efficiency and Safety (see *Applying a Quality Framework* for more information).

The actions below fall into four main categories: (1) norms, values and practices of the work environment; (2) training and development initiatives; (3) communication strategies and approaches; and (4) formal policies and programs. You may have already initiated some of the actions – but consider the others. You may also have other ideas for actions you could implement – there is a space for writing these down at the end of this document. **Remember, not every action that might enhance Clear Leadership & Expectations in your workplace is listed here. Implementing the following actions, however, will provide a strong foundation for building a psychologically healthy and safe workplace.**

Work Environment (Norms, Values & Practices)

- Emphasize the importance of emotional intelligence leadership style as a consideration in decisions about advancement and promotion
- Foster opportunities for regular dialogue and interaction between staff and managers/leaders
- Ensure that employees clearly understand their tasks and responsibilities, and how their work contributes to the overall organization

Training & Development

- Implement a mentoring/job-shadowing program for leaders who are new to their position
- Provide training in leadership skills to those in supervisory/management roles
- Train supervisors/managers in effective communication, emotional intelligence and problem-solving skills
- Orient new leaders to the organization's culture and values

Communication

- Maintain regular communication throughout the organization (e.g., through newsletters, bulletins, intranet updates)
- Provide opportunities for regular, open and effective communication between employees and supervisors/managers, particularly during times of transition and uncertainty
- Hold regular staff meetings and ensure management is in attendance
- Strive for direct, accurate and timely communication from senior management, particularly about difficult decisions (e.g., layoffs)

Formal Policies & Programs

- Review positions to ensure ongoing relevance to organizational goals and objectives, and to minimize redundancy
- Ensure that job descriptions are current, specific and agreed-upon by relevant staff
- Create explicit expectations for manager/leader behaviour (e.g., through accountability agreements)
- Conduct regular performance reviews for all staff (including management) that include collaborative/bi-directional feedback

Additional resources have been created to help you take action, including: presentation slides and supporting materials (freely available at www.workplacestrategiesformentalhealth.com/ota) and a new resource - *Psychological Health and Safety: An Action Guide for Employers*, developed on behalf of the Mental Health Commission of Canada Workforce Advisory Committee, that is a practical tool designed to help employers develop implementation plans on the basis of Guarding Minds at Work findings (freely available at www.mentalhealthcommission.ca/SiteCollectionDocuments/Workforce/Workforce_Employers_Guide_ENG.pdf).

We encourage you to review these resources for additional suggested actions.

Other Actions:

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There won't be a perfect set of actions – often it's a matter of choosing the actions most likely to accomplish positive outcomes while generating the fewest potential problems.

Once you have selected one or more actions to undertake, enter them into the corresponding Action Planning Worksheet, pick your start date, identify who will be involved – your Action Team, and get started!