



# City of Seattle: It's Time

Changing how we think  
about mental health at  
work

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# What we will cover today



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- How did we get here?
- Why it's time to change how we think about mental health at work
- The basics of burnout
- Three things you can do

GREAT RE-EVALUATION

GREAT RESIGNATION

GREAT RESET

THE BIG QUIT

# For good reason...

CORONAVIRUS  
WORRIES

ECONOMIC  
WORRIES

POLITICAL  
DIVIDES

SCHOOL AND/OR  
CHILDCARE WORRIES

ONLINE MEETING  
FATIGUE

FAMILY  
WORRIES

NOT MEETING OUR  
BUSINESS GOALS

RACIAL INJUSTICE

SOCIAL  
ISOLATION

DIVISIVENESS OVER  
VACCINE REQUIREMENTS

ANXIETY AND/OR  
DEPRESSION

WHEN WILL LIFE EVER  
RETURN TO NORMAL?

UNREST IN THE WORLD

WORRIED ABOUT MY TEAM

MISINFORMATION &  
CONFUSION

NOT ENOUGH TIME IN MY  
DAY FOR IT ALL ...

# ...and not feeling supported



14%

Hear leaders discuss the importance of mental health.<sup>1</sup>



69%

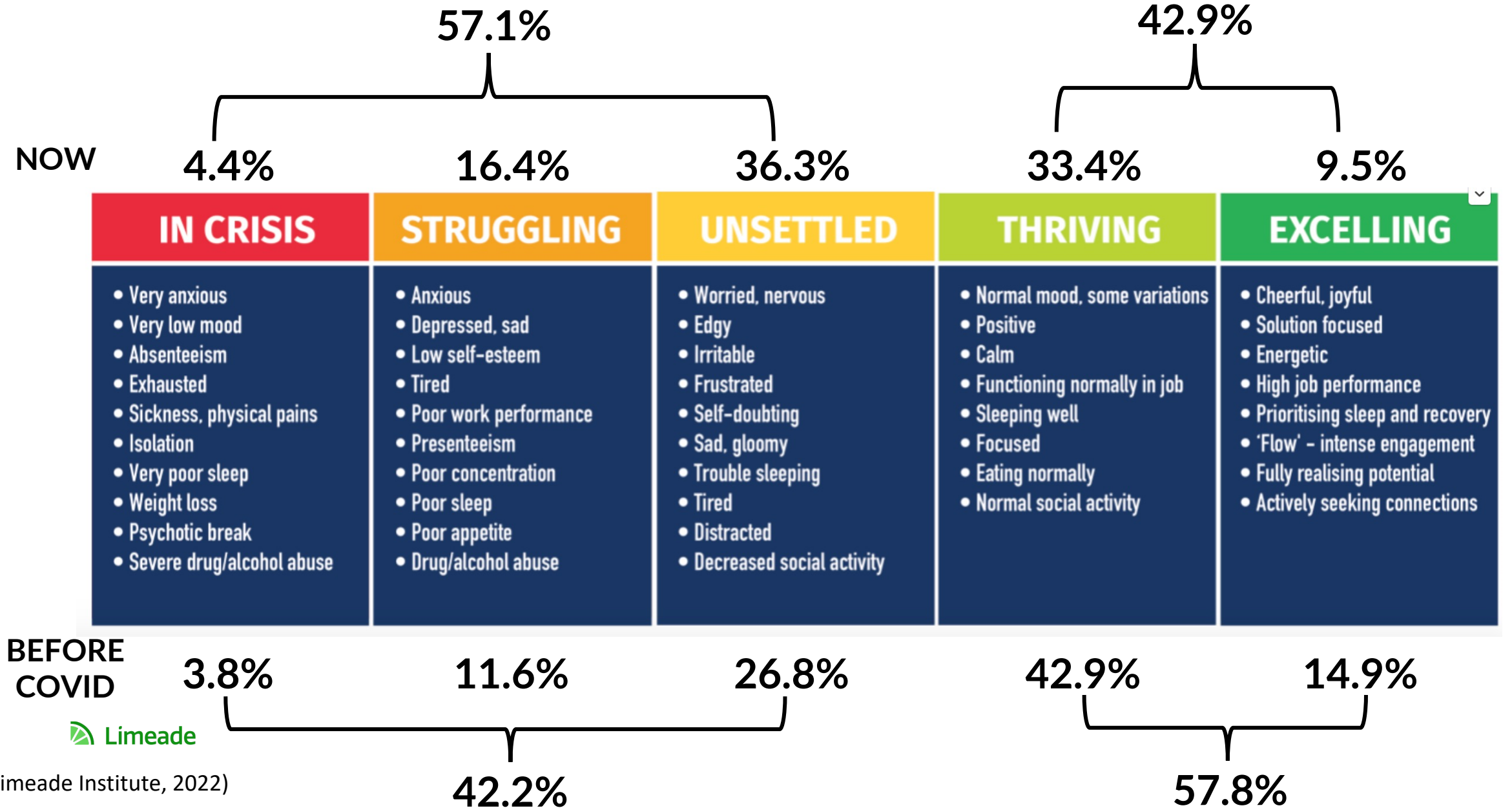
Lack a strong sense of purpose at work.<sup>2</sup>



50%

Think employers mostly care or care a great deal about their well-being.<sup>3</sup>

# Mental Health Continuum



**Poll: Where have your biggest struggles  
been lately?**





# What is burnout?

When people have been *highly engaged for a long time*, without the personal skills or organizational support to maintain their own well-being.

Burnout risk is highest when stress feels unmanageable.

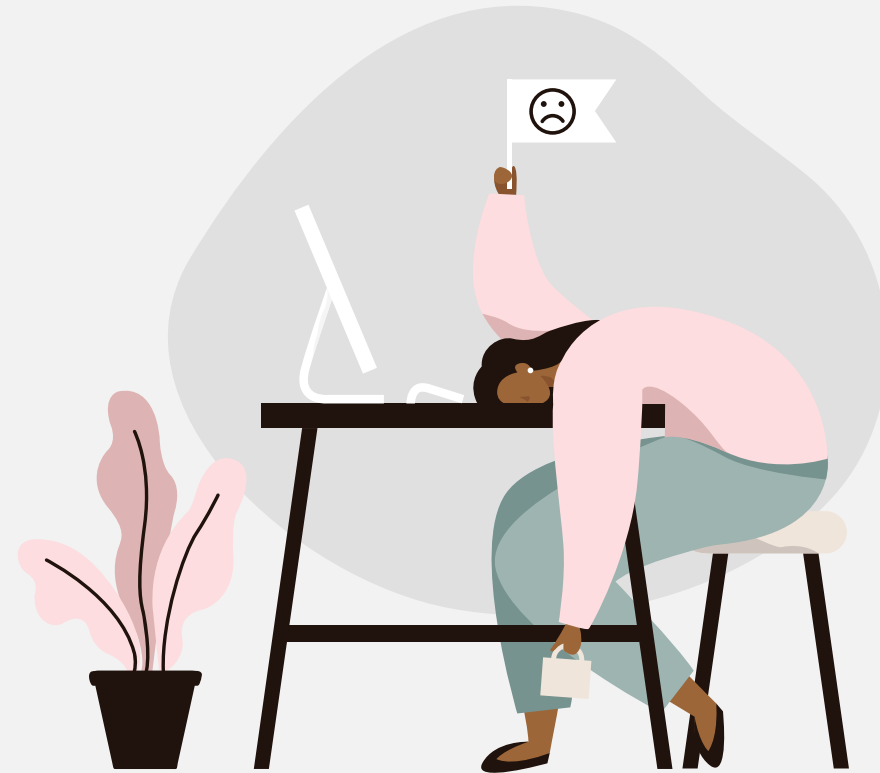


# Burnout is skyrocketing

**72%** of employees are burned out vs. **42%** prior to the pandemic

**38%** of employees said burnout was one of the most stressful aspects of COVID-19

(Limeade, 2020)



# Spotting burnout

## Causes

- Overload—workload and time pressure
- Role conflict and ambiguity
- Lack of support from managers
- Lack of feedback
- Lack of participation in decision making
- Lack of fairness and equity
- Values disconnect
- "Broken" psychological contract



## Exhaustion

I'm so tired  
I feel depleted



## Cynicism

I'm so fed up,  
I just don't care  
anymore



## Inefficacy

I'm not making  
a difference

(Maslach, Schaufeli, & Leiter, 2001)

# What's the difference?

## Burnout

I've cared so deeply, for so long, without a break from the stress that I've become depleted and cynical

**I've given everything to this job**

## Disengagement

I'm past the point of caring or I've never cared at all

**This is just a job**

## Engagement

I'm energized by and connected to this job, so much so that I get purpose from it

**This is way more than just a job**

# Burnout leads to:

## PERSONAL

- Lower productivity
- Stress-related health issues
- Increased substance abuse
- Can result in anxiety, depression and decreases in self-esteem

## ORGANIZATIONAL

- Reduced organizational commitment
- Absenteeism
- Intention to leave
- Actual turnover

# It's time

- **YES** to mental health benefits
- **YES** to therapists and counselors and other mental health professionals
- **YES** to destigmatizing mental health issues

## But also **YES** to:

- Educating employees, managers, and leaders on mental health and how we all can understand more and do better
- Reducing the burnout, stress, and burden that work can have on our mental health
- Creating psychologically healthy organizations where everyone is uplifted, supported, and encouraged

**Poll: If you had to pick just one, where do you think mental health education is needed the most?**

# What action can you take?

1

**For your  
organization**

Caring Culture



# Organizational support

99%

who feel they have higher well-being & org support recommend company as a great place to work

91%

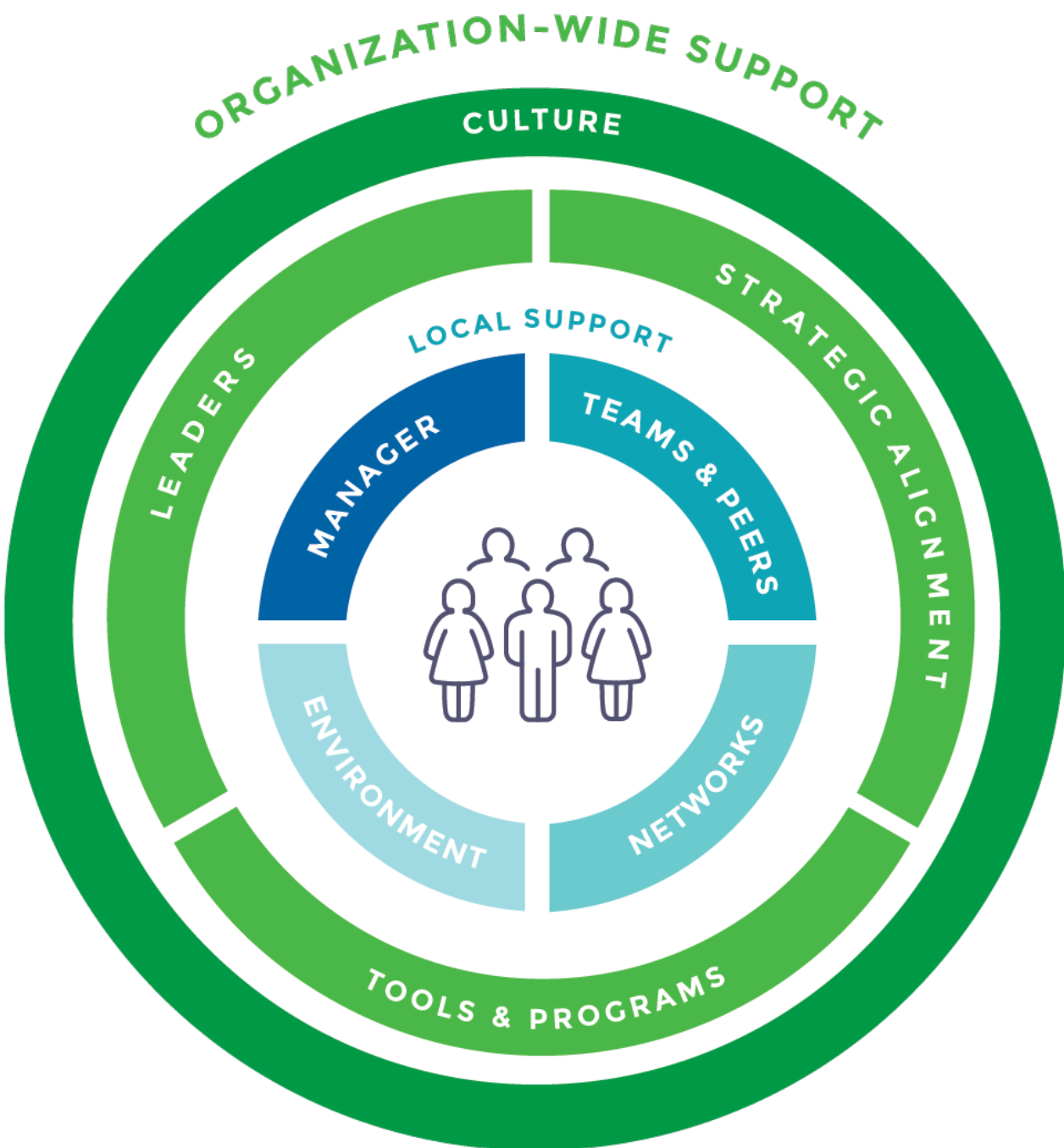
of employees with high well-being **and** organizational support say they are going to stay

72%

of employees with high well-being say they also have high organizational support

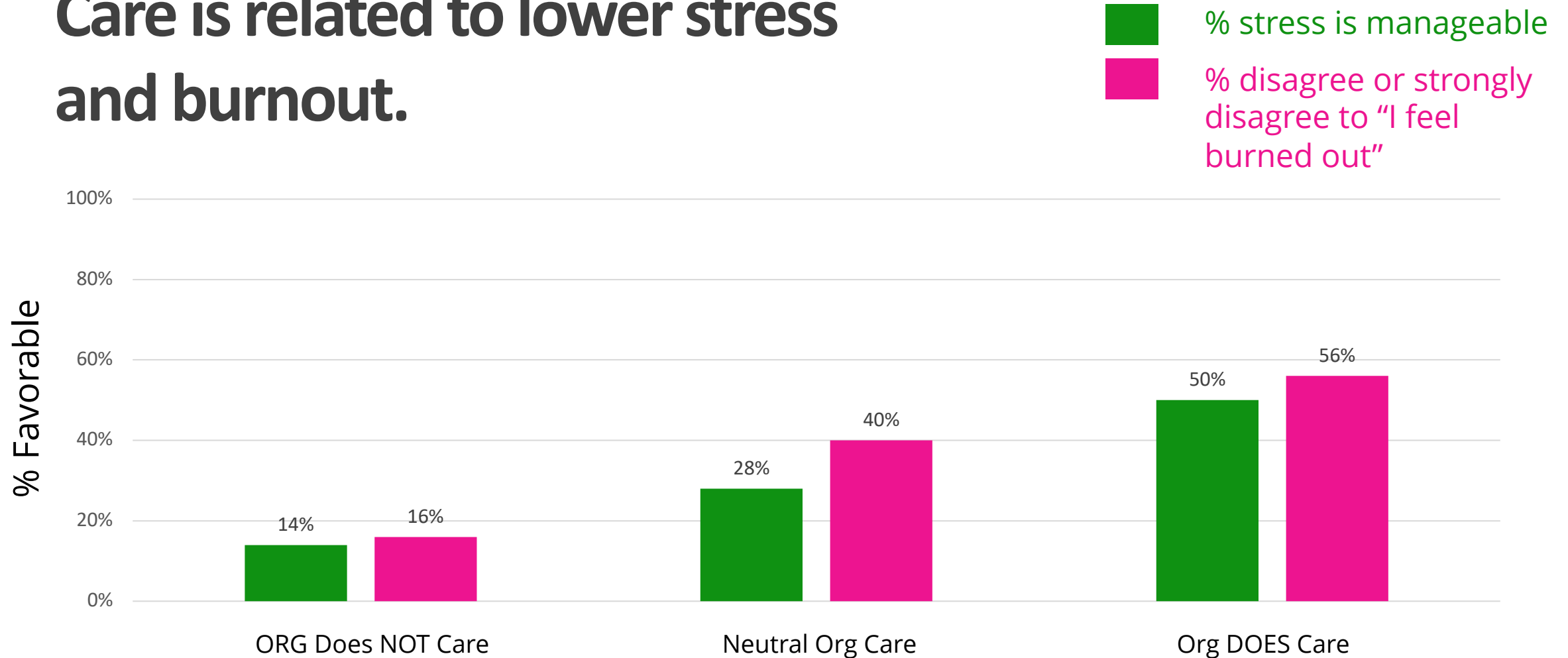
38%

more engagement when employees feel their employer cares about their well-being



\*2016 Well-Being and Engagement Report  
— Quantum Workplace & Limeade

# Care is related to lower stress and burnout.



# How have the organizations you have worked in demonstrated care for you as a human being?



# One way the City of Seattle is showing Organizational Support...

## Seattle Sheds Light on Mental Health

### ACTIVITIES:

What is Mental Health Stigma?

4 Ways to Fight Mental Health Stigma

Caring for Your Own Mental Health

Time to Talk Day – February 3, 2022

Understanding Different Types of Mental Health Providers

Acknowledging Loneliness & Overcoming

Cultivating Joy in Times of Pain

Feeling Hurt? Try Self compassion

Feeling Overwhelmed? Find Ease

Settle Your Nerves – Yoga

Are you holding on to emotional pain?

Be Kind to Yourself

Renegade Rituals – mindfulness

Make time for good news

Remember your body and breath

# What action can you take?

1

**For your  
organization**

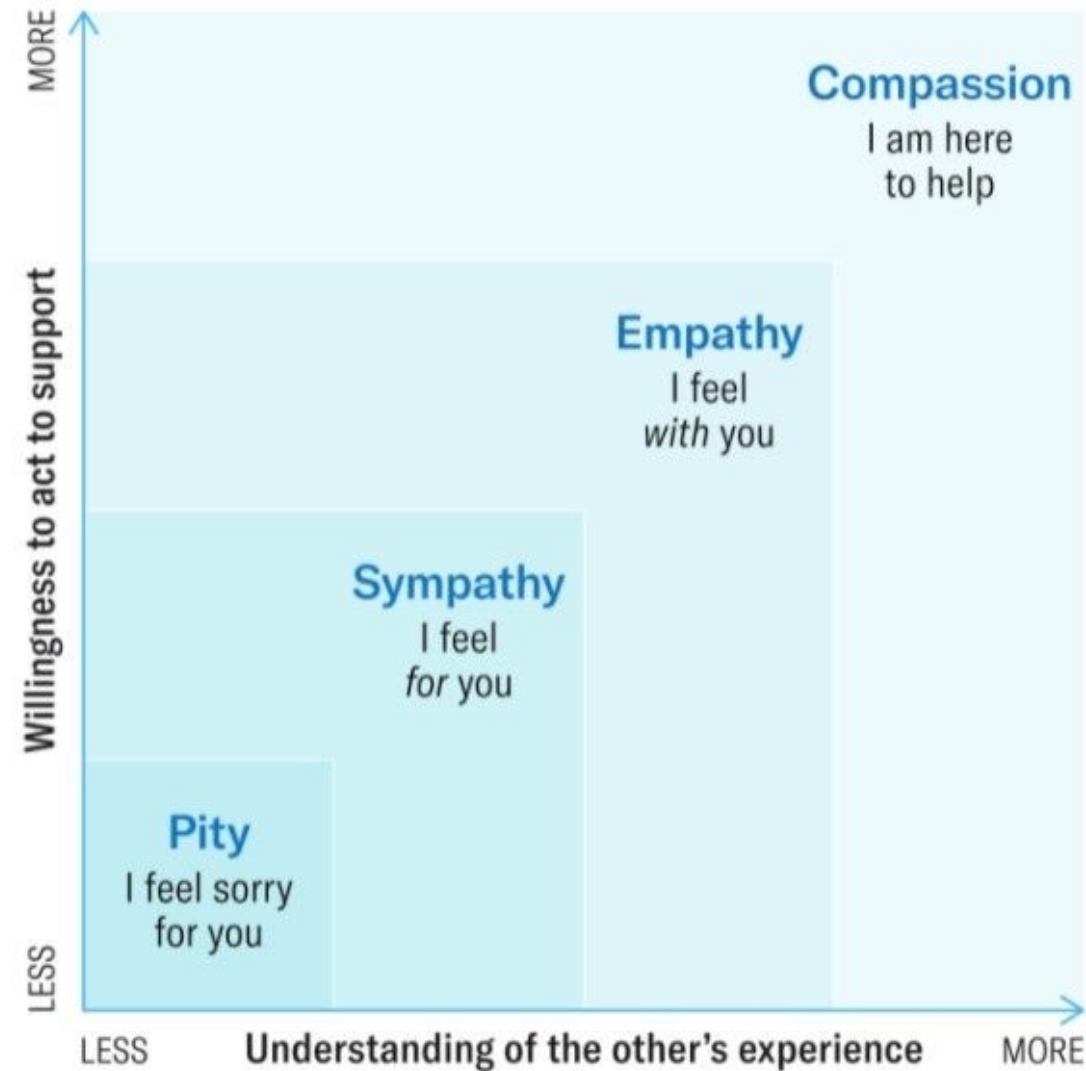
Caring Culture

2

**For others**

Listening with  
Compassion

# Compassion Goes Beyond Sympathy and Empathy



# WHAT GREAT LISTENERS ACTUALLY DO

JACK ZENGER, JOSEPH FOLKMAN

1

ASK QUESTIONS THAT PROMOTE DISCOVERY and INSIGHT

TWO WAY DIALOG  
CONSTRUCTIVE



2

INTERACTIONS THAT BUILD SELF ESTEEM

CREATE A SAFE ENVIRONMENT

TO OPENLY DISCUSS ISSUES/DIFFERENCES

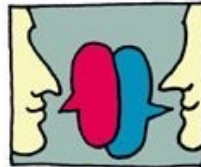


3

A CO-OPERATIVE CONVERSATION

FEEDBACK FLOWS IN BOTH DIRECTIONS

CHALLENGE/DISAGREE WITHOUT MAKING OTHER PERSON DEFENSIVE



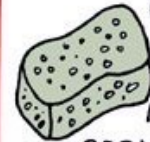
4

MAKE SUGGESTIONS SKILLFULLY

THAT OPEN UP ALTERNATIVE PATHS



GOOD LISTENER IS NOT A SPONGE THAT ABSORBS BUT A TRAMPOLINE TO BOUNCE IDEAS OFF!



## LEVELS OF LISTENING

1

CREATE A SAFE ENVIRONMENT TO DISCUSS

2

CLEAR AWAY DISTRACTIONS AND MAKE EYE CONTACT

3

UNDERSTAND THE SUBSTANCE ASK QUESTIONS, CONFIRM

4

OBSERVE NON-VERBAL CLUES  
↳ 80% OF COMMUNICATION

5

UNDERSTAND EMOTIONS & FEELINGS ABOUT TOPIC  
↳ EMPATHIZE

6

HELP OTHER PERSON TO SEE ISSUE IN DIFFERENT LIGHT



# What action can you take?

1

**For your  
organization**

Caring Culture

2

**For others**

Listening with  
Compassion

3

**For you**

Self-Compassion

# BE KIND to YOURSELF

by KRISTIN NEFF

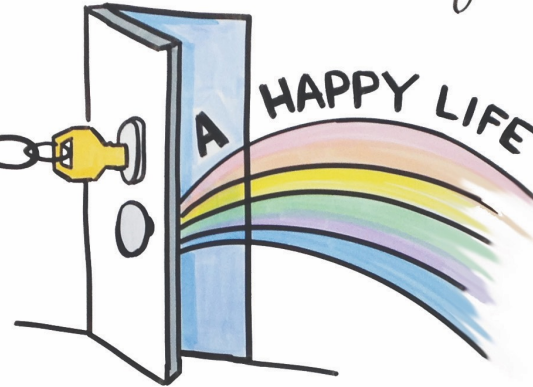


SELF-COMPASSION  
A SOURCE of STRENGTH  
and RESILIENCE

RESEARCH  
AND MORE  
RESEARCH



self-compassion



## 1 SELF KINDNESS



WE ARE AS CARING  
TOWARD OURSELVES  
AS WE ARE TOWARD  
OTHERS

## 2 RECOGNIZING OUR COMMON HUMANITY



SHARED HUMAN  
EXPERIENCE

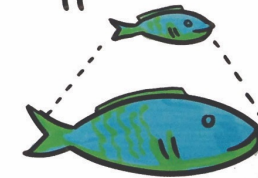
## 3 MINDFULNESS

BEING OPEN TO THE  
REALITY OF THE  
PRESENT MOMENT



YOU ARE  
HERE

ACKNOWLEDGE  
OUR SUFFERING  
WITHOUT  
EXAGGERATING  
IT



MOMENT  
of CONNECTION  
WITH OTHERS



Limeade

[seeyourwords.com](https://www.seeyourwords.com)

**Poll: Which of these  
actions are you most drawn to?**

# Key takeaways



So many of us  
are struggling  
and burnout is  
real



It's great to see  
the progress  
organizations are  
making with  
mental health...  
but there's a lot  
more to do



Some steps we can all  
take:

1. Improve organizational support
2. Listen with compassion
3. Have more self-compassion

**Thank you!!**