

2025 WORKPLACE
BENEFITS CONFERENCE

Pathways to Growth

Wellness at Work Begins With Cultural Change



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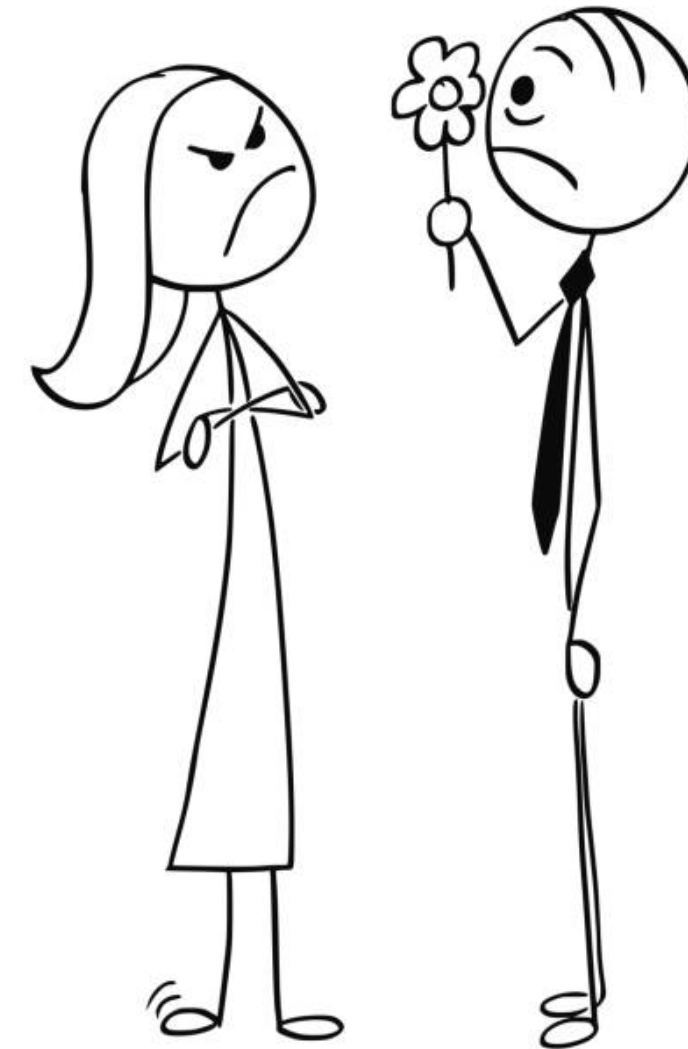
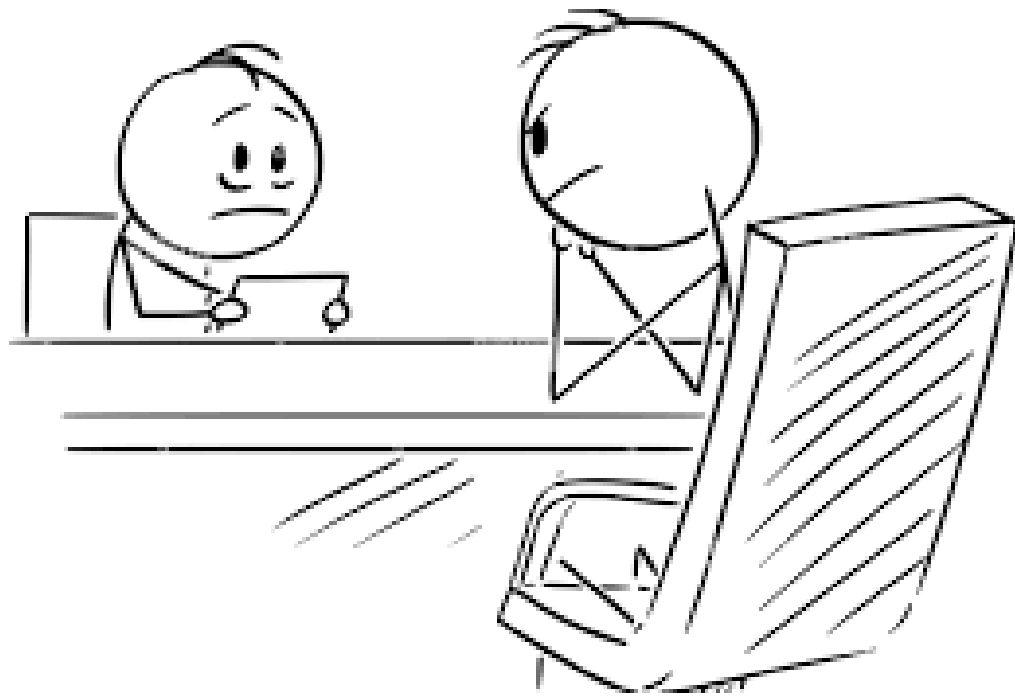
Connecting Work & Mental Health

Workplace Stress is More Than Just Stress – It's a Mental Health Issue

- *"In 2023, 1 in 5 U.S. workers reported feeling stressed or burned out at work, and many aren't seeking help."*¹
 - This statistic underscores that mental health struggles in the workplace are widespread, affecting productivity, engagement, and overall employee well-being.
- *Workplaces today are not just environments for tasks—they are environments that influence our mental health, for better or for worse.*
- Leaders play a key role in this dynamic. Research shows that managers have a *direct and significant impact on the mental health* of their teams, which is why this issue can't be ignored.

¹ <https://www.forbes.com/sites/tracybrower/2023/01/29/managers-have-major-impact-on-mental-health-how-to-lead-for-wellbeing/>

Connecting Work & Mental Health



New data suggests that for almost 70% of people, their manager has more [impact on their mental health](https://www.forbes.com/sites/tracybrower/2023/01/29/managers-have-major-impact-on-mental-health-how-to-lead-for-wellbeing/) than their therapist or their doctor—and it's equal to the impact of their partner.

¹ <https://www.forbes.com/sites/tracybrower/2023/01/29/managers-have-major-impact-on-mental-health-how-to-lead-for-wellbeing/>

What Makes an Impact?

Research Shows:

- 40% of workers say their manager's behavior significantly impacts their stress levels
- The *lack of trust* between managers and employees leads to mental strain
- *Leaders' attitudes* toward mental health can either remove barriers or build them

How we lead directly affects how employees feel—and whether they thrive or burnout.

¹ <https://www.forbes.com/sites/tracybrower/2023/01/29/managers-have-major-impact-on-mental-health-how-to-lead-for-wellbeing/>

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Figure 5

Mental and behavioral health costs to a hypothetical employer of 500 employees in the manufacturing sector

Estimates from the National Safety Council's Employer Mental Health Cost Calculator, US dollars



Source: National Safety Council's Employer Mental Health Cost Calculator.

Deloitte. | deloitte.com/us/en/insights/research-centers/center-for-health-solutions.html

²The economic burden of mental health inequities | Deloitte Insights

Psychological Safety at Work

What is Psychological Safety?

- **Definition:** Psychological safety is the belief that you won't be punished or humiliated for speaking up with ideas, questions, concerns, or mistakes [Great Place To Work®+4CCL+4Wikipedia+4](#)

What does it look like in practice?

- **Open Communication:** Team members feel comfortable sharing thoughts without fear of negative consequences [People Insight](#)
- **Risk-Taking:** Employees can take interpersonal risks, such as proposing new ideas or admitting mistakes, without fear of judgment [CCL+3People Insight+3Dalhousie University+3](#)
- **Mutual Respect:** A culture where everyone values and supports each other's contributions

Psychological Safety at Work

Why Psychological Safety Matters:

- **Enhanced Collaboration:** Open dialogue leads to better teamwork and problem-solving
- **Increased Innovation:** A safe environment encourages creative thinking and idea sharing
- **Employee Well-being:** Feeling safe at work reduces stress and boosts job satisfaction

Impact on Performance:

- Teams with high psychological safety are more effective and adaptable
- Employees are more engaged and committed to their work

Why Is Psychological Safety So Important Today?

- Changing context and work environment
- Increasing importance of innovation
- Helps to build trust in the workplace

Trust is built one person at a time and psychological safety is built at the group level and leads to a healthy work environment

"The individual and shared belief by team members that it is okay to **take risks, express ideas and concerns, answer questions and admit mistakes – all without fear of negative consequences**"

Amy Edmonton, Professor and Renowned Researcher at Harvard Business School

What Happens If There Is No Psychological Safety In A Group?



Clark, Timothy R., *The 4 stages of Psychological Safety: Defining the innovation.*
Berrett-Koehler Publishers, 2020,

- Missed opportunities to be more efficient
- Predictable failures
- Less innovation in the long run

Real-World Examples

Let's Discuss + Share

How Do You Build a Psychologically Safe Workplace?

Psychological safety...

Isn't warm and fuzzy... **it's** challenging the status quo

Isn't always agreement... **it's** disagreeing productively

Isn't a lack of accountability... **it's** holding each other accountable

Isn't playing it safe... **it's** experimenting to improve

Isn't making everyone comfortable... **it's** about improving effectiveness



As presented by Amy Edmondson in her participation in the "Irreconcilable Differences" conference as part of the Neuroleadership Institute's Recalibrated Summit in October 2023.

- Let your team learn from their mistakes and grow
 - ✓ Let your team make mistakes
 - ✓ Avoid blame culture
 - ✓ Recognize and celebrate people
- Advocate for diversity, equity and inclusion
 - ✓ Understand how diversity works and support it
 - ✓ Check your biases
 - ✓ Build cultural competence.
- Communication with care
 - ✓ Be vulnerable
 - ✓ Show empathy.

Rakshitha Arni Ravishankar, A guide to building psychological safety on your team, Harvard Business Review, 2022

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Module Option

2025 Workplace Benefits Co...

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Agenda Option

Detail

General Session - Workplace Benefits Industry Overview

April-23-2025 02:00 PM-02:30 PM

★★★★★

(no ratings yet)

Sean O' Donnell, LLIF

Location

Session Chat

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Thank You

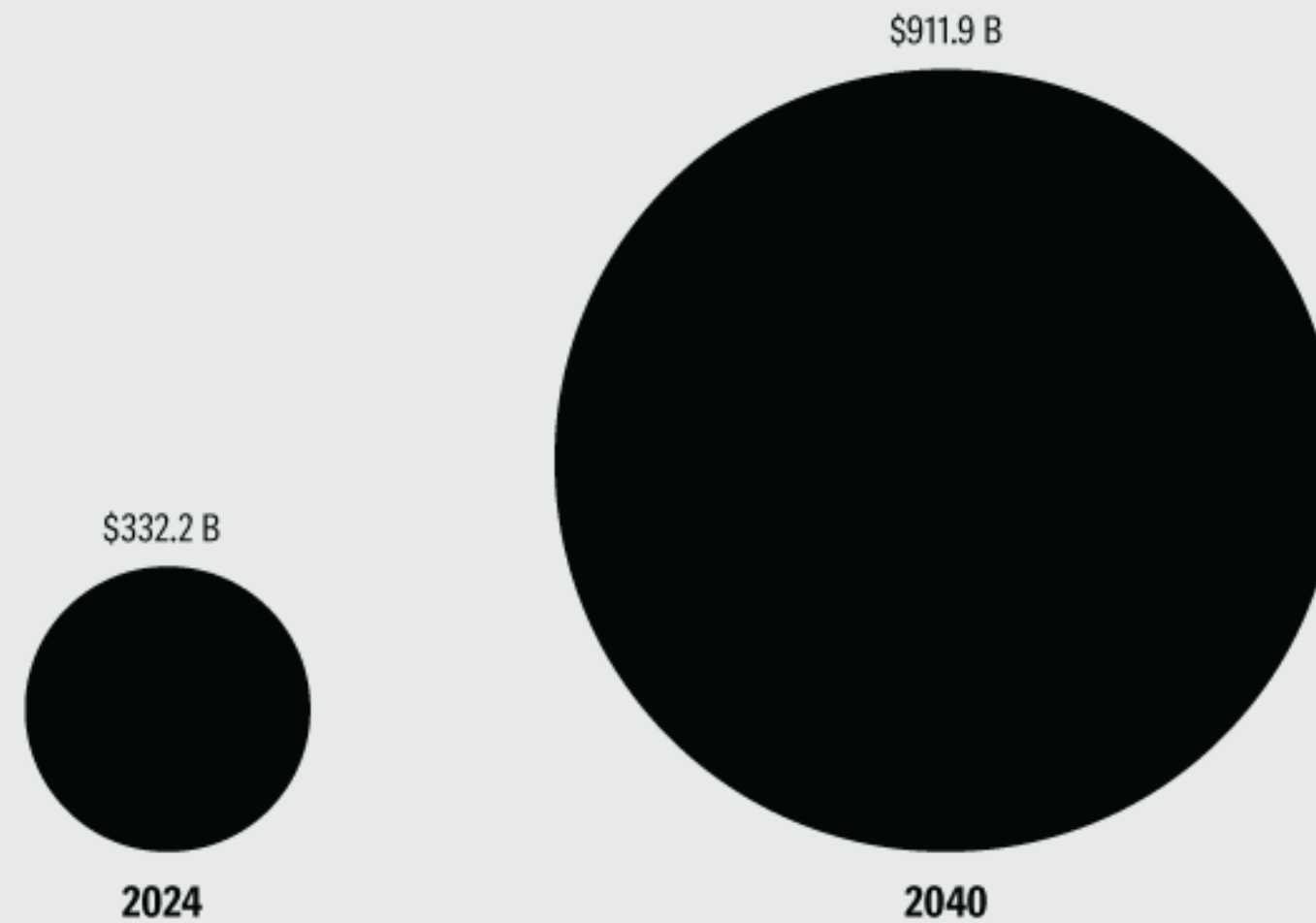


Navigate With Confidence

Connecting Work & Mental Health

Figure 4

Projected cost of premature deaths attributable to mental health inequities



Source: Satcher Health Leadership Institute at Morehouse School of Medicine, *The Economic Burden of Mental Health Inequities in the United States*, 2022.

Deloitte. | deloitte.com/us/en/insights/research-centers/center-for-health-solutions.html