

Key takeaways from the roundtables at the Mad World Summit 2018

The 14 roundtables at Mad World provided the opportunity for real-time knowledge sharing and collaboration on a range of topics - from approaches to setting the objectives for wellbeing strategies that encompass mental health, to prioritising wellbeing on a budget.

We are particularly grateful to Ruth McCarthy, Senior Consultant and Faculty at Time to Think, for her support with the roundtables.

This is a summary of the key insights that emerged from discussions, kindly provided by the roundtable facilitators.

ROUNDTABLE 1

Engaging the modern workforce: an opportunity to discuss the mind-set of work life Blend over work life balance and the impact on wellbeing and productivity

Facilitated by:  Open Blend Method **Anna Rasmussen, CEO. Founder. Open Blend Method**

With engagement, retention and productivity figures at an all-time low in the UK, this roundtable set out to explore what businesses can be doing to focus on what really matters to their employees: who are the modern workforce: what do they need and what are the benefits of adopting a work/life Blend mindset. With employees demanding more and needing to be able to bring their whole self to work, this was a chance to discuss how to really understand your people and what they need to be at their best.

Anna Rasmussen - CEO/Founder of Open Blend, and also a well-respected leadership coach, brought her experience to bear on the issue, and introduced the concept of Blend over balance as supported by the Open Blend online platform. Karen Williams, CFO, Avios brought a business perspective to the discussion and provided insight and support on how to tackle these issues at a board level for that all-important buy in.

The first part of the roundtable discussion focused on the question "What support do you give your managers to equip them to deal with the changing world on a day-to-day basis?"

Key points raised included:

- Focus on upskilling managers on soft skills
- Make wellbeing and one-to-ones part of the overall engagement target
- Provide guidelines and a framework to inspire confidence
- Tap into the company values to bring strategies and tactics to life
- Encourage leadership from the top to normalise open dialogue
- Target managers and create KPIs to monitor and measure
- Upskill managers on the differing needs by generation - to enable content and support to be relevant to stage of life

The second part of the session focused on the question “What do you need in order to make the business case with your senior stakeholders?”


Key points raised included:


- Client feedback and real time data to demonstrate the impact on the bottom line
- Tap into the personal experience of the stakeholder – what keeps them awake at night?
- Your people strategy can impact the win criteria for new customers – i.e. do you look after the wellbeing of your people?
- Attraction/recruitment – a clear strategy that sets out a holistic approach to wellbeing and performance should form part of your employee value proposition (EVP)

ROUNDTABLE 2

Neuroscience, motivation, leadership

Facilitated by:

 **Mia Vanstraelen**, Director of Human Resources, GTS Infrastructure Services, **IBM**

 **Dr Nick Taylor**, CEO & Co-founder, **Unmind**


This roundtable sought to highlight how lessons from neuroscience are increasingly being adopted in the business sector and to explore how they can be applied by attendees to their own organisation.


If you would like insights from this session, please contact me at claire@madworldforum.com

ROUNDTABLE 3

Line manager training and signposting: their important role to ensure recognition of the early signs of mental ill health

Facilitated by:

 **Dr Shaun Davis**, Global Director of Safety, Health, Wellbeing and Sustainability, **Royal Mail Group**

 **Pam Whelan**, Director of Corporate, **Simplyhealth**

Drawing on Dr Shaun Davis' experiences of incorporating line manager training and signposting into a strategy for supporting employee mental health, this roundtable also gave attendees working towards incorporating mental health support initiatives in their organisations the opportunity to raise concerns and share experiences.



The key insights/action points emerging from the discussions are as follows:

- Creating a culture where people talk about mental health is crucial; an environment where people can disclose what they are feeling and where managers can signpost people to specialist services.
- Developing a brand around mental health can also help, for example, Royal Mail's 'Feeling First Class' brand which is underpinned by a number of strands such as: First Class Fitness, First Class Health, First Class Finance.
- Equipping managers to have positive conversations about mental health; helping them understand they aren't expected to fix a person, but just know where they need to send them get the right support e.g. an EAP, using the NHS or other therapy services. And this is all underpinned by normalising mental health.

- Royal Mail example: when the mental health strategy started, there was an increase in mental health absence and complaints. But the problem had always been there, the lid had just been lifted. Had to go through the initial spike before it levelled back out again, and now through the strategy, they are reducing it year on year and putting interventions in place.
- Five years ago, we wouldn't have had a mental health event of this scale. We are becoming more accepting of it, helped by celebrities and royals coming out and sharing their stories.
- How can you manage a two-tiered management system of mental health – when a high performing person is struggling the businesses will do everything to help, but when it's someone who is not performing as well, the business doesn't seem interested in dealing with it. So, how can you help managers track everyone's mental health?
- The value of a 'check in' and 'check out' – asking employees how they are feeling, getting more detail on their home lives which helps to establish trust.
- Three questions to ask employees:
 - o How happy are you?
 - o How confident are you?
 - o How able are you manage to stress?
- There is also personal responsibility of the employee, as well as the responsibility of the organisation and line manager, to look after your health and wellbeing and take positive action. Everybody must own their mental wellbeing because we've all got it.
- We can have policies and processes in place, but working with employees collaboratively, coming up with solutions, asking them how they're feeling, and then working with them on it has got to be a better solution.
- Financial wellbeing is underrepresented and has a big impact on mental health. If you only address physical and mental health, you'll only ever be partially successful. Need to address financial wellbeing too
- To evaluate success, you need to look outside traditional measures, such as sick pay and absence rates. Explore things like employee surveys and whether the scores are going up or down, what anecdotes have you heard, what are people saying on social media and places like Glassdoor?

ROUNDTABLE 4

Creating a healthy culture: from improving mental health to peak performance

Facilitated by:   **Caroline Brown**, Associate Director Europe, Middle East & Africa, Nuclear & Power, **SNC-Lavalin Atkins**
Emily Hutchinson, Occupational Psychologist, **SNC-Lavalin Atkins**

Working from the premise that every day we are all somewhere on a continuum ranging from mental ill-health, to feeling OK, to feeling at our absolute best, and that as a result we have huge variations in mental health within our workplaces, this session focused on 2 key questions:

- 1) What, in your experience, does a healthy culture look like?
- 2) What are the most important things that organisations can do to create this?

The key insights/action points emerging from discussions are as follows:

Leadership & workplace culture:

- o There is a need for trust in the workplace and a need for leaders to be open themselves. Purposeful and authentic leadership and a pragmatic approach are key. Needs to align to values and to create an open and honest/transparent culture to ensure people can be their full selves at work and that helps individual with breaking stigma.
- o Concept of respect – promote voices that are pro the cultural change. Ensure champions get a voice

- o Need to establish boundaries of where responsibilities lie
- o As well as having CEO creating culture downwards, it's about having a non-hierarchical support structure in place
- o We mustn't forget workers in the Gig economy. They get missed and are often the lower paid and need a lot of support. Critical to include them.

Work environment:

- o Work environment important – needs to be light/bright/windows – an environment you look forward to being in. Eg Cargill's approach to Happiness by Design

Communication:


- o When it comes to communication – you need to know your audience and have different tools for different conversations – eg shift workers differences – if only talk about 1 solution you risk disengaging some. Need to find vision(s) that reach all areas. Walk the talk. In particular need to talk about mental health in male dominated areas (as well as physical health). Getting a man to talk openly about his emotions to a friend, let alone his manager, is really tough – although it is improving
- o Our conversations change the culture one conversation at a time. They are an instant switch. Start talking about how you left your shoes in the gym / what kind of night's sleep you had and you'll get a tidal wave of movement with no budget needed. Emotion is sometimes ignored in the workplace. Having language to express mental health issues is key. There is a framework - change the language – change the culture
- o Engage leadership through storytelling, backed up with statistics
- o Conversations are an important starting point but need to be backed up with action in policies and procedures
- o Stigma – still important to break it. That will allow everyone to talk about their health. At the moment it tends to be the same people talking though. Need to shift to talking about continuum and engaging a different/diverse set of people turning up. Eg. Bike ride – people turn up for bikes rather than to talk about their mental health. Get creative to get a wider range of people engaged
- o Good to have platforms for both open and closed forums that enable employees to be vulnerable and human. These need to be backed up with support mechanisms to follow up and offer further support


Linking with performance management:

- o Appreciate the value of Occupational Health support in managing poor performance
- o Excellence awards are often given to self-promoters. We need to look for excellence among quieter employees
- o When managing employees with mental health issues – seek support. Managers need to know how to manage conversations. People do have to move on sometimes for their own mental health and wellbeing
- o Need to look at mental health holistically. Look at whole workplace and what impacts people's happiness – workload/control/work-life balance – need holistic view of whole work-life balance
- o Use exit interviews to shine a light – often it is the workplace culture that impacts most
- o Need to take strengths-based approaches to the mental health continuum from peak performance (working to strengths)
- o Resilience is about team support (not about the individual, it is about the organisation)
- o It's about being human and creating work environments that have enough give to support frailty

ROUNDTABLE 5

How do we make talking about mental health relevant to everybody?

Facilitated by:  **Alex Lane**, Global Mental Health Allies Lead, **Accenture**

with notes taken by:  **Kendelle Tekstar**, Product Manager, **Acre**

Based on the understanding that mental health is just like physical health – everybody has it and we all need to take care of it to be at our best, personally and professionally, this roundtable explored 2 key questions:

1) How do we get mental health onto everybody's agendas, even when they are well themselves?

2) How do we establish a mindset where health (physical, mental and emotional) is valued and prioritised as a key driver of workforce

Key insights/takeaways from the first round of discussion were as follows:

- Mental health is as important as physical health
- Mental health conversations can be integrated into the day-to-day without being labelled "mental health conversations"
- Authentic storytelling is a key skill for communicating around mental health
- Creating a sense of community enables more open conversations about mental health
- Line managers need to feel responsible for and prepared to take on conversations related to mental health when it comes to managing their teams
- Keep it simple; do not overcomplicate discussions about mental health
- Emotional connection is an essential prerequisite for having a conversation directly/indirectly about mental health
- Companies need adaptable initiatives for mental health – it is not one size fits all and different people have different needs; companies need to understand their target audience
- Addressing mental health is not a tick box exercise; a strategy helps you integrate mental health support into day-to-day workplace life
- Use data analysis to inform what you should be focusing on in your company

Key insights/takeaways from the second round of discussion were as follows:

- 4 in 4 people have mental health; do not communicate it in a way that creates otherness or a focus on psychopathology
- Focus on people thriving to change the brand of mental health
- Do not just use one message. Ask people what they want
- Take an inclusive approach to mental health
- Storytelling is a powerful tool to increase openness and acceptance so that mental ill health is de-stigmatised
- Use campaigns and champions across the business to create morale
- Use technology advances to your advantage to reach your audience
- Talk more positively about mental health
- Work toward understanding a multi-generational workforce to adapt your approach
- Be prepared to put your head above the parapet and speak up about mental health
- Link mental health to physical health for a more holistic approach
- Improve rhetoric related to mental health

ROUNDTABLE 6

Know how to have the right conversation and when

Facilitated by:



Brendan Street, Professional Head, Emotional Wellbeing, **Nuffield Health**

As employees increasingly understand that it's OK not to be OK, it's key to understand how to talk about mental health in the workplace. Many are still afraid that if they offer support, they might end up making the situation worse. This roundtable sought to explore:

- 1) How do you encourage openness?
- 2) What are the things to say and do that will help, not hinder those seeking support?

If you would like insights from this session, please contact me at claire@madworldforum.com

ROUNDTABLE 7

Resilience: A "whole person" approach

Facilitated by:  **Ian Howarth**, HR Specialist Employee Wellbeing, **Fujitsu**

with notes taken by: **Marc Abraham**, Chief Product Officer, **Settled**

Mental wellbeing is an integral part of Fujitsu's overall approach to supporting employee wellbeing and resilience is seen as a key part of this. This roundtable focused on:

- 1) How employers can find common ground around resilience, balancing employer and employee accountability for this element of our wellbeing at work
- 2) Whether taking a whole person approach to resilience makes sense for attendees' organisations

The attendees of this table brought up an interest in the following aspects with respect to resilience:

- What language can we use, like "resilience", to remove the stigma around mental health?
- How can we create more resilience within our sales team?
- How to best manage work and non-work-related issues?
- How to best cater for different people in the workplace, with different demographics?

When attendees were asked to "identify what resilience looks like for the individuals within your organisation", the following points were raised:

- The risk of going overboard with looking after employees, mollycoddling
- "Resilience" as the standard go-to response for dealing with change ("just get on with it")
- Organisational focus on bouncebackability, learning how to give and receive feedback, for example.
- Accountability/responsibility - works both ways; employer and employee. Employee accountability is key - the employer can only do so much.



- The ability to put things into perspective, learning how to “not let things affect your core”, which also means that people should feel comfortable asking for and accepting help.
- The importance of energy management, as a driver for sustainable performance.
- Coping mechanisms, creating a healthy layer of 'teflon' and learning how to best do this
- The importance of treating resilience as an ongoing thread
- Learning about emotional intelligence
- Need for concrete practices with respect to resilience
- Need to strengthen the whole person (incl. physical wellbeing)

Ian then elaborated on the “whole person” approach to resilience which he applies at Fujitsu. This looks at resilience as a skill set an employee can develop and strengthen. It was by taking this approach that he got senior management to buy into resilience training. Key points made include:

- o How at Fujitsu, a focus on physical wellbeing is used as an avenue to address resilience and mental wellbeing, acting as a preventive measure
- o The 'whole person' concept implies the ability to respond to the individual as well as the organisation as a whole
- o Close involvement of line managers, e.g. in actively delivering resilience sessions, as they've got the credibility and can then do the follow up

ROUNDTABLE 8

Suicide: early signs and risk reduction

Facilitated by:  **David Tolley**, EMEA Head of Health & Safety, **Citi Bank**
 **Sarah Anderson CBE**, Chief Executive, **The Listening Place**

This roundtable sought to put suicide into perspective and enable attendees to share ideas and understand what they can do to look out for the early signs and reduce the risk.

Both sessions were opened with an overview of the current statistics regarding suicide including;

- o 6,000 completed suicides each year, which equates to 17 every day and 1 every 90 minutes.
- o 75% of those are male. This may be because men seem to choose instant methods of taking their lives such as hanging, jumping and shooting where there is little or no time to think about changing their mind, whereas women may choose an overdose, where there is opportunity to think it over and change their mind or be found by another person before it's too late.
- o 'Most people don't want to die, they just don't want to go on living'.
- o The NHS are not in touch with 50% of people prior to attempting to end their lives due to shortage of beds, the person being scared of being locked up or the repercussions for their families (such as children put in care).

David noted that these sessions were not attended as much as others and that this is indicative of the stigma still associated with suicide, indicating suicide is still a taboo subject, even at an event focusing on mental health.

The key insights/action points emerging from the discussion focused around the question “What are the early warning signs of suicide?” are as follows:

- o Everyone agreed it was difficult to spot as it is easy to hide especially at work. You really need to know the person to spot the signs.
- o Can build up over time so again difficult to spot.

- o Most line managers are too busy to spot the signs and are scared or don't know how to approach the situation.
- o Sometimes comes out of the blue, no one had a clue, leaving people in shock.
- o People are often too scared to ask the question – are you thinking of taking your life? Key to remember that you are not putting the idea in the persons head.
- o Combination / build up of things at work and at home.
- o Warning signs included;

- | | |
|---|--|
| o Lack of engagement | o Loss of self-care (hygiene) |
| o Drug and alcohol abuse | o Reclusive |
| o Sadness and tears | o Anger |
| o Isolation | o Aggressive |
| o Hopelessness and feeling worthless | o Self-harming / prior suicidal behaviour |
| o Over energetic | o Conversational signs / talking about suicide |
| o Withdrawal from family and friends | o Shame |
| o Putting affairs in order e.g. finishing work giving possessions away | o Risk taking |

The key insights/action points emerging from the discussion focused around the question "How is your organisation supporting employees?" are as follows:

- o Lots of large businesses are doing great things with employee assistance programmes (EAP), Change Champions, Mental Health Nurse and Mental Health First Aid training, Wellness allowance, however suicide isn't high on the agenda.
- o Some great awareness initiatives via celebrities.
- o Worry for small and medium enterprises (SME's) who don't have the time, money or resources.
- o Still need more training for managers to spot early warning signs and point staff in the right direction of professional help or charity organisations.
- o Priority of most organisations is still physical injuries over mental illness.
- o Must be embedded in the company at multi-level strategy to succeed.
- o Lack of after support from NHS due to lack of resources.
- o Support for colleagues affected by the persons death.

Suggested openers to respond to the early warning signs and move on to starting a conversation about suicide without causing offence if the signs have been misread.

- o I am worried about you because you haven't seemed yourself lately
- o I have noticed that you have been doing (state the behaviour), is everything ok?

ROUNDTABLE 9

Changing organisational behaviour and workplace cultures for better workplace mental health

Facilitated by:



Jonathan Gawthrop, Senior Account Director, **EMCOR UK**
Jeremy Campbell, Business Development Director, **EMCOR UK**

Key insights/takeaways emerging from the discussion which explored challenges to changing organisational culture for better workplace mental wellbeing:

- Changing the way people work and how they work in an automated world
- Finding the right skill sets to recognise problems

- Finding out about support resource and how to tap into expertise
- Niche business
- Understanding why in a connected workplace people have more work load
- Technology is not making our lives any easier
- How do we make work flow more productive with change happening in Nano seconds
- The world is now flat – there are no more time zones
- Ending old school belief systems and stigma
- It really is cool to say I'm not OK today – how do we change language
- We need to use human language – no more business speak please
- We need to encourage open and honest story telling
- We need to balance HR business protection with employee protection
- The workplace itself has to change – everything from acoustics to desking, to the devices we use to the space we occupy
- Keeping mental health super current – ALWAYS
- Need to raise awareness (facts and figures)
- Need to build the ROI Business case
- Developing and communicating the corporate strategy for wellbeing
- Training for line manager – MHFA should be mandatory
- Line managers need emotional intelligence
- Need to recruit people that get it

Key insights/takeaways emerging from the discussion which explored challenges to changing behaviours in the workplace for better mental wellbeing

- The space we use & occupy needs to stimulate wellbeing
- Space needs to stimulate creativity and sense of purpose
- Our workplaces need to be agile to flex how we want to work at different times of the day
- People want to work when they want to work – how to lead in the 24/7 digital world
- Leadership principles need to change
- Leaders at all levels of the organisation need to understand the different demographic needs in the modern workplace
- We all need space to play, relax and connect on a human level
- Identifying who is responsible and who is accountable
- Constantly harassing the CEO / C-Suite
- HR protecting the employee and protecting the business
- How do we stop this whole agenda becoming the basis for a new generation of claims (new PPI)?
- We need people / posts / jobs to manage this agenda within the organisation
- People need knowledge
- Can't be just a "tick box" – wellbeing is real
- Got to be able to open up the conversation
- Got to be able to start the conversation
- There can be no fear
- People need to respect each other and their view points
- We need to recognise we are all individuals
- We all need to embrace diversity
- Wellbeing needs to be in the organisation's vision / mission
- Change how we are measured in terms of performance
- Measure what we do on beauty, grace, clarity & simplicity
- Line managers should only be line manager (all levels) if they are genuinely interested in their people and their lives at all levels

ROUNDTABLE 10

A holistic approach to mental health within a wellbeing strategy


Facilitated by:  **Jennie Doyle**, Head of Marketing, **Health Shield**

With just 3 in 10 workers feeling their employer provides enough mental health support, this roundtable sought to give attendees the opportunity to share insights and inspiration on best practice approaches to achieving a holistic wellbeing strategy, including looking at aspects of intervention and prevention and motivating employees to engage with self-care.

If you would like insights from this session, please contact me at claire@madworldforum.com

ROUNDTABLE 11

An effective mental health strategy in your workplace: setting the strategic objectives

Facilitated by:  **Damian Stancombe**, Head of Workplace Health and Wealth
Laura Matthews, Workplace Wellbeing Consultant, **Barnett Waddingham**

This roundtable set out to enable HR decision-makers to discuss what needs to be in place to ensure successful outcomes for both business and employee when it comes to developing a wellbeing strategy.

Key insights emerging from delegates sharing of their own experience of what has worked in their organisations and where they're up to with regard to implementing their mental health strategy:

- The sharing of personal stories from peers but especially from management
- More than just a tick box exercise but with a focus on maintaining the drive
- Having the right, open and honest culture is key
- Line manager training and experience relevant regardless of the size of the organisation
- Weekly news section / note by the CEO sent around the whole office on personal experience with mental health with a very good response
- Top down buy-in important. If senior management endorses and supports initiative then rest of the company will too
- However, messages from CEO should be real, aligned with real people and their reality. Shouldn't just be insincere jibberish or misdirected
- Mental Health First Aiders have proved to be very valuable
- You don't need champions or superheroes in the office but simply people who listen and who can signpost you to appropriate assistance
- Setting up appropriate communities for people to belong to and to have safe conversations (eg mental health, women, disabilities, men's group etc)
- Acknowledge that we all have stress and EAPs should be used for this
- Gathering of data to set your strategy is very important
- Effective communication of interventions available
- Effective demonstration of benefits to the organisation in order to achieve top management support and buy-in

Key barriers to a successful mental health strategy which emerged from the discussions:

- Time (people always want something in place asap)
- Perception of it being an HR gimmick
- Only tick-box and not getting feedback and continued support
- Data on separate systems
- Difficulty getting senior management buy-in
- Wanting to do everything at once instead of small but solid first

ROUNDTABLE 12

Managing a multigenerational workforce in a global environment: navigating the challenges

Facilitated by: **NOKIA** Gareth Davies, Global Head of Health, Safety & Environment, **Nokia**

This roundtable discussion was positioned with an opening along the following lines.

One of the key themes of today and areas of progress in recent months has been to reduce the stigma associated with Mental Health, to stimulate positive discussions and generate meaningful actions to improve the impact of work, focussing on the positive rather than the negative impact. If we keep the same line of thinking, we hear a lot about the "challenges" of the multigenerational workforce, the "risks" associated with the changes of ways of working, but we rarely focus on the opportunities, the benefits or the relatively simple things we can do to make the workplace environment a more positive experience.

The immediate team around us has a big impact on our enjoyment of work, our enjoyment of work has a big impact on our wellbeing and mental health, so what are the simple things we can do to help address some of the challenges?

Key takeaways/insights emerging from the question: "How do we change the view of the multigenerational workforce from that of a "problem" into a benefit? What simple things can we do to unlock the benefit to people from the depth and variety of knowledge, skills and experience of multigenerational teams?"

- o Encourage "face only" conversations, be it for certain periods of time, days or permanently where practical, so replacing IM with Skype video calls
- o Focus on "Life Goals and what people have in common" rather than differences
- o Establish "Empathy" and "values" red lines - sharing what are the things that cannot be crossed for individuals, making it clear that its ok to speak out when ways of working cross those for individuals
- o Take the time to listen and have dialogues in teams about stress areas, ways of working and personal challenges
- o Value the other party's experiences to remove fear. Creating platforms for team members to share experiences, views and values and encourage this, sometimes around failures that have led to learnings, sometimes about experiences that have simply been emotional rather than business impacting.
- o Simple conversation – creating a culture of permission – permission to ask – permission to share experiences
- o Divorcing the cost benefit from the value – help everyone understand the value, talk about the benefit in human terms not just financial
- o Reverse mentoring on "how" individuals work and their expectations to create confidence in talking across generations, removing fear from all groups
- o In culture training programs train for "response" instead of "reaction"

ROUNDTABLE 13

Powerful storytelling

Facilitated by:  **Anthony Copping**, CEO and Founder, **Binumi**



Storytelling is a valuable part of an employer's strategy when it comes to changing perceptions about mental health and building a more supportive culture. This roundtable enabled attendees to share ideas and experiences around the use of storytelling.

Key insights emerging from this roundtable included:

- There is a Human need for storytelling
- Anthropological storytelling is great for problem solving
- Think about the premise – the purpose of the storytelling – and the medium you are going to use
- Emotional context – details add vulnerability – ask people to talk about their likes, families, experiences
- Short, quick stories work well – videos of 1 min max
- Video blogs by staff can also be powerful storytelling mechanisms
- Shift towards telling stories and listening. Give time for discussion and give people chance to formulate their key takeaways

ROUNDTABLE 14

Mental health and wellbeing on a budget

Facilitated by:  **Becky Thoseby**, Group Head of Wellbeing, **Department for Transport (DfT)**
 **Paul Caudwell**, Colleague Health & Wellbeing Manager, **Co-op**

Recognising that many organisations are starting to prioritise wellbeing but that not all have the funds to devote to it, this roundtable focused on approaches to implementing an effective wellbeing strategy, incorporating mental health, with a small, or even no budget.

A summary of the freshest thinking emerging from the discussions:

- Power of stories – share them, they're free and work well
- Focus on the human aspects – capitalise on this
- Use wellbeing champions – willing to help and don't charge anything
- Mental health organisations should focus internally too (practice what they preach)
- Colleague resource groups – networks – have one for wellness
- Start small
- Engage senior leaders – get them to sponsor/champion – gives permission to talk/take action
- Encourage colleagues to identify what the problems are – buddy systems / peer support
- Engage passionate people and leverage
- Don't forget to look after yourself
- Introduce wellbeing into 1 to 1s and meetings (check in & check out)
- Steal with pride, ask for freebies & leverage internal experts

- Focus on the whole being – should have clear link to business strategy
- MHFA alone is not enough - need to keep it alive and share practices
- You can do cultural change without spending cash
- Have diversity in your champions
- Choose your MHFAiders carefully – willingness to do the training doesn't always equate to ability to apply

A summary of the key actions emerging from the discussions:

- Share thinking with clients (suppliers)
- Use external resources with pride
- SME advice – use government charters as framework
- Leverage people networks / colleague willingness
- Tap into free resources better
- Push the business case to secure some budget
- Advise others on how can work with little budget
- Instate an internal mental health campaign to promote “practice what preach”
- Leverage days such as World Mental Health Day
- Get more visibility and sponsorship at senior level
- Build working group of interested parties to share and drive agenda
- Build knowledge bank of in-house expertise and use it
- Whilst using free things etc. still need to join it all up (with a brand or culture)
- Create Mental Health champions network where MHFA in place
- Ask for time not budget – managers to change behaviour

In conclusion

It has been fascinating to see key themes emerging across the roundtables: the importance of leadership and culture; the key role of communication and in particular storytelling; start small but also develop a holistic strategy to avoid falling into the tick box trap; much can be achieved without a big budget, but if you want a sustained strategy and real workplace culture change, senior level sponsorship is key.

We are planning to include roundtables again as a feature of the Mad World Summit 2019. If you have any feedback to share on how you would like them to run, or topics you would like the roundtables to address, all suggestions are welcome. Please send them to me at claire@madworldforum.com.

