

TRANSITIONING INTO THE NEW WORK LIFE: CREATING PSYCHOLOGICAL SAFETY IN WORK TEAMS



WASHINGTON STATE

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TRANSITIONING INTO THE NEW WORK LIFE



WASHINGTON STATE DEPARTMENT OF HEALTH

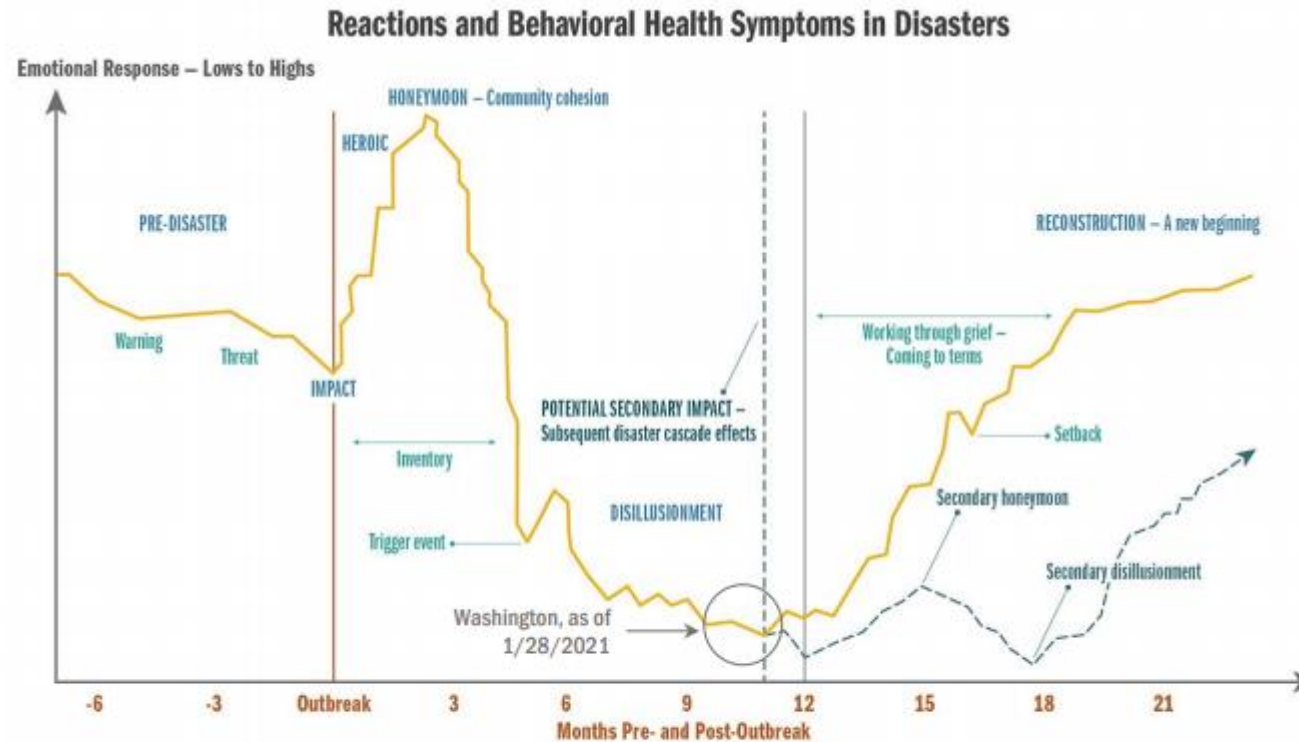


Figure 1: Phases of reactions and behavioral health symptoms in disasters. The dotted graph line represents the response and recovery pattern that may occur if the full force of a disaster cascade is experienced by a majority of the population.

Adapted from the Substance Abuse and Mental Health Services Administration (SAMHSA)⁷

TRANSITION MODEL

Endings	The Neutral Zone	Moving Forward
<ul style="list-style-type: none">▪ Denial▪ Anxiety▪ Shock▪ Chaos	<ul style="list-style-type: none">• Uncertainty• Highs/low• Instability• Curiosity	<ul style="list-style-type: none">• Sense of purpose• Hope• Optimism• Clarity

Adapted from William Bridges' Transition Model

STRESSORS

- Stress
- Re-entry anxiety/FOGO
- Anxiety/social anxiety
- Workplace culture



PSYCHOLOGICAL SAFETY

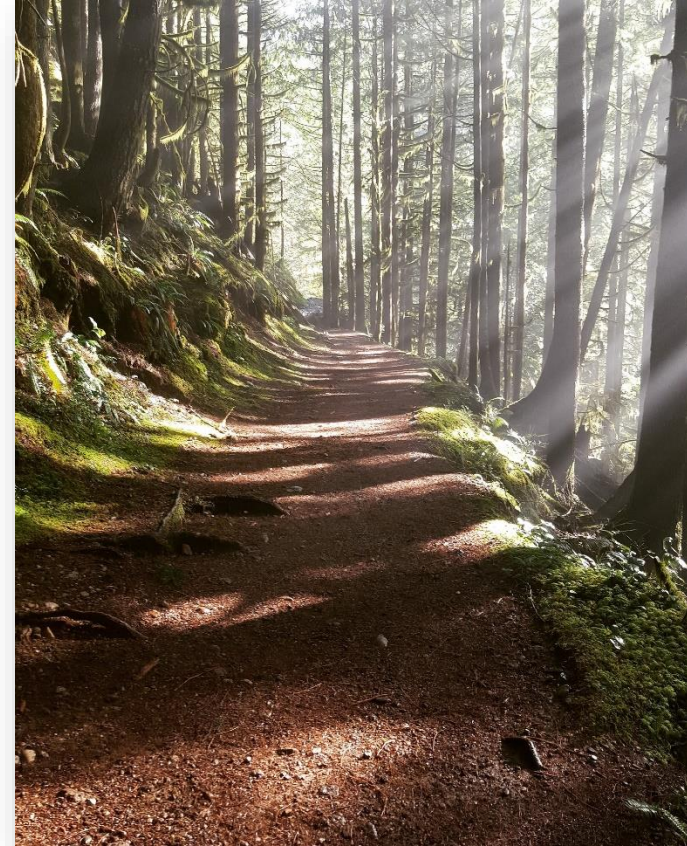


“Psychological safety is a belief that one will not be punished or humiliated for speaking up with ideas, questions, concerns or mistakes.”

Amy Edmondson, Harvard Business School Professor

CREATING PSYCHOLOGICAL SAFETY

- ❑ Are you taking care of yourself?
- ❑ Do you have a sounding board?
- ❑ Do you have support?



CREATING PSYCHOLOGICAL SAFETY

- ❑ Model vulnerability
- ❑ Validate the range of emotions
- ❑ Prioritize well-being
- ❑ Offer flexibility



CREATING PSYCHOLOGICAL SAFETY

- ❑ Share how you will help protect them
- ❑ Have manageable expectations & re-prioritize as needed
- ❑ Have check-ins
- ❑ Celebrate and recognize efforts
- ❑ Focus on team building



CREATING PSYCHOLOGICAL SAFETY

- ❑ Communicate more than you think you need to
- ❑ What do you know, what do you not know, and when can you tell them more
- ❑ Identify and communicate anchors
- ❑ Rumor control mechanisms

TRANSITION MODEL

Endings

- Denial
- Anxiety
- Shock
- Chaos

Empathy
Validation
Vision

Neutral Zone

- Curiosity
- Uncertainty
- Confusion
- Instability

Information
Communication
Plans/Structures

New Beginnings

- Hope
- Optimism
- Clarity
- Purpose

Roles
Participation
Recognition

Adapted from William Bridges' Transition Model

COUNSELING OR “EAP ASSESSMENT”

Assess concerns and provide resources.

- By a licensed or certified professional
- Up to 3 sessions per issue
- Telehealth

✓ For you and family household adults.

✓ Distinct from outpatient therapy.

- Free—fully funded by your employer
- Easy and quick access
- Short-term and solution-focused
- Personal or work-related

I'm not getting along with my coworker and I've tried everything!

Why do I feel so angry all the time?

I don't want to be a burden on my daughter.

I'm really stressed out about money right now!

I think my teen has a drinking problem.

ORGANIZATIONAL CONSULTATION

For supervisors, leaders, & HR:

- Advice
- Problem Solving
- Coaching
- Support
- Resources
- Employee Referrals

Offered by:

experts on workplace behavioral health with experience and knowledge working in the public sector, higher education, and human resources



On topics such as:

- Performance or Disciplinary issues
- Substance Misuse
- Managing Change
- Conflict
- Domestic Violence
- Sexual Harassment
- Illness and Death
- Mental Health
- Suicidality
- Safety Concerns
- Secondary Traumatic Stress

Washington State Employee Assistance Program (EAP)

Employee Assistance Program (EAP)

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Help Starts Here.

Washington State Employee Assistance Program

The Washington State Employee Assistance Program (EAP) is a free, confidential program created to promote the health, safety and well-being of public employees. More than 90,000 public employees have access to EAP services to help them address work and personal concerns. In addition, The EAP offers services to assist employees with legal and financial concerns. When you're ready to get help, we're here for you.

To access EAP counseling services, complete an [Online Referral Request](#). To access legal and financial services, visit our [Work/Life Resources](#).

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Related Information

- [Accessing EAP Services](#)
- [EAP Locations](#)
- [EAP Orientation Video](#)
- [Grief & Trauma Toolkit /ISM](#)
- [Subscribe to EAP News](#)
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EAP Contact Information

Statewide Locations

Ph.Toll-free: (877) 313-4455

Olympia

Ph: (360) 407-9490

Fax: (360) 664-0498

Interpreters available. When you call, please state the language you speak and wait while we connect your call to an interpreter.

TTY users: please call via [WA Relay](#) – call 711

eap.wa.gov

WORK/LIFE RESOURCES



Web Resources

Resources to help you solve life's problems: articles with expert advice, webinars, an online will-maker, DIY legal forms, financial calculators and resources to help you find child care, pet sitters and more.



Legal Assistance

Free half-hour consultation with an attorney by phone to discuss your situation. Referrals to local lawyers and discounted rates for ongoing legal services if needed.



Financial Counseling

Free counseling with a financial expert to help you get your finances in order, whether you need a monthly budget, are working to reduce debt, or saving for a big expense.

eap.wa.gov/worklife

EAP IS HERE TO SUPPORT YOU

- Free for you and your family
- Confidential
- Easy to access
- Expert professionals
- Practical help
- From everyday concerns to serious issues
- Caring and respectful
- Culturally relevant
- Supporting the WHOLE person



eap.wa.gov
877-313-4455

DES TRAININGS

- Building a Psychologically Safe Team Culture
- Leading Others
- Leading Remote and Hybrid Teams (New!)

[Leadership Development Workshop Descriptions & Information](#)

Questions: leadershipdevelopment@des.wa.gov

LEADERSHIP RESOURCES

- [7 Tips for Managers Addressing Burnout](#) -Mental Health America
- [12 Non-Awkward Team Building Activities That Build Trust](#) –Science of People**
- [How to Increase Psychological Safety in a Virtual Team](#)– Fearless Culture**
- [How to Prevent the Return to Offices From Being an Emotional Roller Coaster](#) - MIT Sloan Management Review
- [How to Support the People you Lead in Times of Uncertainty](#) -Greater Good Berkeley
- [Kaiser Permanente Business Resource Center](#)

**Team building activities

LEADERSHIP RESOURCES

- Leadership Resilience: Handling Stress, Uncertainty, and Setbacks -Center for Creative Leadership
- Managing During the COVID-19 Crisis -Mental Health America
- Psychological Safety is the Most Important Element of Any Successful Team – Insider*
- Resources to Lead Effectively Amid COVID-19 -Harvard Business Review
- Standout Assessment –Marcus Buckingham**
- The Fearless Organization: Creating Psychological Safety in the Workplace for Learning, Innovation and Growth by Amy C. Edmondson*
- Three Ways Managers Can Calm Employees' Fears About Returning to Work – Forbes

*Psychological Safety Assessments

**Team building exercises

ADDITIONAL RESOURCES

- [A Mindful State](#) -Washington
- [In the Rooms -A Global Recovery Community](#)
- [National Alliance on Mental Illness \(NAMI\)](#) -Washington
- [Remote Work Resources](#) –Office of Financial Management
- [Standout Assessment](#) –Marcus Buckingham
- [Stress in America 2021](#)
- [WA Listens](#) or call 1-833-681-0211
- [WA Warm Line](#) or call 1-877-500-9276

REFERENCES

- [4 Ways to Prevent Culture Shock as Employees Return to Work](#) –Fast Company
- [8 Ways Managers Can Support Employees' Mental Health](#) –Harvard Business Review
- [Back to Work Checklist for Mindful Leaders](#) -Workplace Strategies for Mental Health
- [High-Performing Teams Need Psychological Safety](#) –Harvard Business Review
- [How Racial Trauma Affects Your Mental Health](#) –CNBC
- [Leading Your Team Through a Crisis](#) –Harvard Business

REFERENCES

- [Managing Transitions](#) –William Bridges
- [Return to Work 2021: What Will The Post-Pandemic Office Model Look Like?](#) –Forbes
- [Statewide High Level Analysis of Forecasted Behavioral Health Impacts from COVID-19](#) -DOH
- [Stress in America TM 2020 and 2021](#)–American Psychological Association
- [The Difference Between Stress and an Anxiety Disorder](#) – Psychology Today

Questions?

*No-cost, confidential
support to help with work
and life challenges.*



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