



Mental Health and Wellbeing in the Workplace

Feedback and Recognition

Positive mental health and wellbeing leads to positive life outcomes for staff and better results for your workplace. Staff who are mentally healthy have higher job satisfaction and self-esteem. They are more likely to be engaged with work tasks and the workplace, be more creative, make better decisions, problem-solve more efficiently and effectively, experience less stress and take fewer days off work.

The workplace can have a big influence on the mental health and wellbeing of staff while they are both present and away from work. One way of influencing the mental health and wellbeing of staff is by contributing to the following mental wellbeing component:

Feedback and Recognition

This is measured in the WorkWell Staff Survey through the statement:

"I receive regular and helpful feedback on my work performance"

How feedback and recognition contribute to mental health and wellbeing

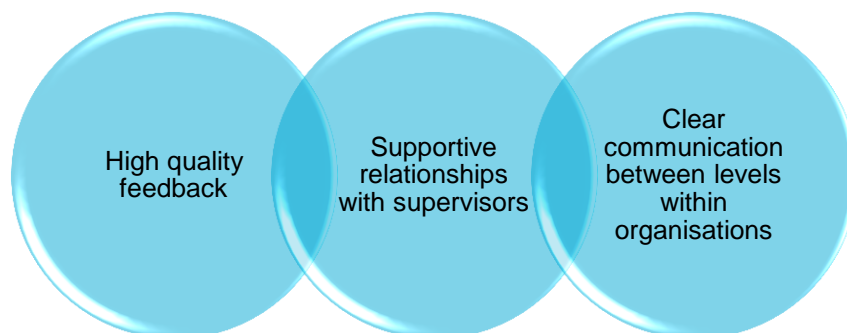
People who feel appreciated by the people they are closest to (including co-workers) are more likely to flourish in their job. Recognising and sharing appreciation of people's strengths contributes to people building awareness of their strengths. Awareness of, and use of strengths, helps people to flourish, have increased happiness and fewer depressive symptoms.

Regular and clear communication is a key mechanism for providing feedback and recognition.

How feedback and recognition affects the workplace

Setting the tone of a workplace environment and culture is very powerful. A positive workplace recognises the strengths and the hard work of staff. It has formal and informal systems in place for feedback and ensures staff are recognised.

Three key components that affect recognition are:





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Take action: ways to improve feedback and recognition in your workplace

Organisational

- There is a culture of providing high quality feedback and support (both formally and informally, between managers and their staff, as well as between peers).
- Supervisors or managers form supportive relationships with their staff, demonstrating they value staff opinions and input.
- There is a culture of treating everyone fairly.
- There are systems in place for managers to have regular and private meetings with staff.
- Common language is used to provide feedback. Consider using the BUILD tool to give constructive feedback:
 - **B** – Talk about the **B**ehaviour, not the person
 - **U** – (**U**nderstand their context) Non-judgmental curiosity
 - **I** – Describe the **I**mpact on other staff and clients/customers
 - **L** – Listen to the other person's point of view
 - **D** – Ask, what would you do **D**ifferently next time?
- There are effective communications systems in place that make staff feel valued and an opportunity for two-way communication.
- There is a culture of staff recognition with appropriate acknowledgement and gratitude of staff efforts in a fair and timely manner.
- Managers have received appropriate mental health and wellbeing training and are well trained and confident discussing mental health matters with staff.
- Managers are well supported and receive effective training so they are well equipped to provide feedback, form supportive relationships, manage interpersonal conflict and communicate effectively.

Environmental

- There is appropriate space for private conversations.

Individual

- Staff are confident to provide, and receive, peer feedback.



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Find out more

Open Minds

The Open Minds videos and electronic resources provide managers with practical tips to help with conversations about mental health in the workplace: www.mentalhealth.org.nz/open-minds

Employment New Zealand

Giving quality feedback and being open to feedback will make it easier to improve and develop performance: www.employment.govt.nz/workplace-policies/employee-performance/growing-performance/good-communication/giving-and-getting-feedback/