

## 4R Action Toolkit with Case Studies

### Workplace Mental Health Skills for Managers

#### Scenario #1

Parker is known around the warehouse for being a perfectionist. Until recently, their ability to keep everything in order, and create and refine organization systems is seen as an asset. Recently, Parker is resisting some changes and gets agitated when new ideas are presented. Parker has stopped joining co-workers at lunch.

---

*Consider how you would use the 4R Action Toolkit to respond to Parker?  
Permission to be creative and make it relevant to your work!*

<p><b>What do you Recognize?</b></p> <ul style="list-style-type: none"> <li>• Change(s) in behavior</li> <li>• Strengths</li> <li>• Your plan</li> </ul>	
<p><b>How will you Respond?</b></p> <ul style="list-style-type: none"> <li>• Open ended questions</li> <li>• Do more listening than talking</li> <li>• Explore impacts i.e. sleep, exercise, friends</li> </ul>	
<p><b>How can you Resource?</b></p> <ul style="list-style-type: none"> <li>• Getting through past experiences</li> <li>• Brainstorm actions &amp; next steps</li> <li>• Plan to reconnect</li> </ul>	<p><b>Questions to ask:</b></p> <ul style="list-style-type: none"> <li>- What has helped in the past when things get difficult?</li> </ul> <p>Notes:</p> <ul style="list-style-type: none"> <li>- What do you need?</li> </ul> <p>Notes:</p> <ul style="list-style-type: none"> <li>- Do you have someone to support you</li> </ul> <p>Notes:</p> <ul style="list-style-type: none"> <li>- How do you feel about making use of external support?</li> </ul> <p>Notes:</p>
<p><b>Did you Reconnect?</b></p> <ul style="list-style-type: none"> <li>• Inquire how they are doing</li> <li>• Offer encouragement if appropriate</li> <li>• Start the 4Rs again if needed</li> </ul>	

## Scenario (alternate #2)

Mary has been with your org. for two years, she is a thoughtful, bright, and popular employee. You've been considering her for promotion. Lately you notice she has been abrupt with others, complaining about the culture of the org. and has missed an important project due date. Mary even looks strained.

---

*Consider how you would use the 4R Action Toolkit to respond to Mary.  
Permission to be creative and make it relevant to your work!*

<p><b>What do you Recognize?</b></p> <ul style="list-style-type: none"> <li>• Change(s) in behavior</li> <li>• Strengths</li> <li>• Your plan</li> </ul>	
<p><b>How will you Respond?</b></p> <ul style="list-style-type: none"> <li>• Open ended questions</li> <li>• Do more listening than talking</li> <li>• Explore impacts i.e. sleep, exercise, friends,</li> </ul>	
<p><b>How can you Resource?</b></p> <ul style="list-style-type: none"> <li>• Getting through past experiences</li> <li>• Brainstorm actions &amp; next steps</li> <li>• Plan to reconnect</li> </ul>	<p><b>Questions to ask:</b></p> <ul style="list-style-type: none"> <li>- What has helped in the past when things get difficult?</li> </ul> <p>Notes:</p> <ul style="list-style-type: none"> <li>- What do you need?</li> </ul> <p>Notes:</p> <ul style="list-style-type: none"> <li>- Do you have someone to support you</li> </ul> <p>Notes:</p> <ul style="list-style-type: none"> <li>- How do you feel about making use of external support?</li> </ul> <p>Notes:</p>
<p><b>Did you Reconnect?</b></p> <ul style="list-style-type: none"> <li>• Inquire how they are doing</li> <li>• Offer encouragement if appropriate</li> <li>• Start the 4Rs again if needed</li> </ul>	

## Scenario #2

River is energetic and reliable and is recognized as an excellent team player and gets along well with colleagues and clients. Recently River has taken a number of sick days and looks tired. River seems withdrawn, and yesterday there was a client complaint about River's abruptness with them. You've had to repeat instructions to River a number of times this week.

---

*Consider how you would use the 4R Action Toolkit to respond to River.  
Permission to be creative and make it relevant to your work!*

<p><b>What do you Recognize?</b></p> <ul style="list-style-type: none"> <li>• Change(s) in behavior</li> <li>• Strengths</li> <li>• Your plan</li> </ul>	
<p><b>How will you Respond?</b></p> <ul style="list-style-type: none"> <li>• Open ended questions</li> <li>• Do more listening than talking</li> <li>• Explore impacts i.e. sleep, exercise, friends,</li> </ul>	
<p><b>How can you Resource?</b></p> <ul style="list-style-type: none"> <li>• Getting through past experiences</li> <li>• Brainstorm actions &amp; next steps</li> <li>• Plan to reconnect</li> </ul>	<p><b>Questions to ask:</b></p> <ul style="list-style-type: none"> <li>- What has helped in the past when things get difficult?</li> </ul> <p>Notes:</p> <ul style="list-style-type: none"> <li>- What do you need?</li> </ul> <p>Notes:</p> <ul style="list-style-type: none"> <li>- Do you have someone to support you</li> </ul> <p>Notes:</p> <ul style="list-style-type: none"> <li>- How do you feel about making use of external support?</li> </ul> <p>Notes:</p>
<p><b>Did you Reconnect?</b></p> <ul style="list-style-type: none"> <li>• Inquire how they are doing</li> <li>• Offer encouragement if appropriate</li> <li>• Start the 4Rs again if needed</li> </ul>	



<p><b>What do you Recognize?</b></p> <ul style="list-style-type: none"> <li>• Change(s) in behavior</li> <li>• Strengths</li> <li>• Your plan</li> </ul>	<p>Did the manager identify;</p> <ul style="list-style-type: none"> <li>• Normal behaviours for the individual</li> <li>• Strengths</li> <li>• New cues and behaviours</li> </ul> <p>Did the manager plan before the meeting?</p>
<p><b>How will you Respond?</b></p> <ul style="list-style-type: none"> <li>• Open ended questions</li> <li>• Do more listening than talking</li> <li>• Explore impacts i.e. sleep, exercise, friends,</li> </ul>	<p>Did the manager:</p> <ul style="list-style-type: none"> <li>• Approach with compassion and concern?</li> <li>• Acknowledge Strengths?</li> <li>• Provide specific thoughtful examples?</li> <li>• Use an open-ended question to engage?</li> <li>• Express concern about the problem not about the person?</li> </ul>
<p><b>How can you Resource?</b></p> <ul style="list-style-type: none"> <li>• Getting through past experiences</li> <li>• Brainstorm actions &amp; next steps</li> <li>• Plan to reconnect</li> </ul>	<p>Did the manager:</p> <ul style="list-style-type: none"> <li>• Acknowledge and show respect and compassion?</li> <li>• Tell Sam what to do or ask questions to encourage action?</li> <li>• Engage them in thinking about action solutions or supports?</li> <li>• Demonstrate respect over judgment?</li> <li>• Did the manager schedule a reconnect time?</li> </ul>
<p><b>Did you Reconnect?</b></p> <ul style="list-style-type: none"> <li>• Inquire how they are doing</li> <li>• Offer encouragement if appropriate</li> <li>• Start the 4Rs again if needed</li> </ul>	<p>Did the manager:</p> <ul style="list-style-type: none"> <li>• Approach safely, aware of vulnerabilities?</li> <li>• Inquire how they are doing?</li> <li>• Acknowledge actions and provide encouragement?</li> <li>• Offer or continue support as needed?</li> <li>• Repeat 4Rs if needed?</li> </ul>



Canadian Mental  
Health Association  
*Mental health for all*

