



HR DELIVERY

Making Sure HR Delivers

HR DELIVERY WORKSHOP SERIES

Supporting Mental Health at Work

An introduction to supporting mental health at work

Build confidence in a supportive first workplace response to mental health concerns. Participants practise listening, discuss practical work support, clarify confidentiality and role boundaries, and identify appropriate professional or urgent assistance routes.



01 DAY

Introductory taster

IN-HOUSE

Your people. Your context.

PRACTICAL

Explore, discuss and apply

A PRACTICAL STARTING POINT

Understand the topic. Try it in practice.

Managers and HR colleagues may be approached when someone is struggling, yet feel uncertain about what to say or do. A useful first response involves respectful listening, practical support and appropriate referral. This introductory workshop rehearses those actions while keeping individual dignity and professional role boundaries clear.

Participants practise a supportive conversation, consider work adjustments that need discussion and map appropriate sources of help. The day develops confidence in responding within a workplace role, sharing information carefully and agreeing follow-up without attempting clinical assessment or treatment.

WHO IS IT FOR?

Line managers, supervisors and HR practitioners who may receive wellbeing concerns, support employees at work or help colleagues access appropriate organisational and professional assistance when needed.

BY THE END OF THE DAY, PARTICIPANTS CAN:

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| 01 Explain the workplace role
Explain the manager's or HR colleague's role in listening, addressing work concerns and connecting people with appropriate support and qualified advice. | 02 Open a supportive discussion
Prepare a private, non-judgemental opening based on a concern or observed work change, without assigning a diagnosis or demanding disclosure. |
| 03 Listen and clarify needs
Practise open questions, attentive listening and summarising to understand what the employee wants to discuss and what practical support may help. | 04 Discuss work support
Explore possible adjustments to work with the employee, identifying decisions, specialist input and organisational arrangements needed before commitments are made. |
| 05 Use appropriate referral
Identify verified professional and urgent support routes, explain confidentiality boundaries and recognise when the situation exceeds the participant's workplace role. | 06 Agree careful follow-up
Draft a proportionate follow-up agreement covering practical actions, information handling, responsible people and a review point shaped with the employee. |

A useful first application

This one-day introduction develops supportive workplace conversations and referral awareness. It does not train clinicians or provide diagnosis, therapy or crisis-response qualification; individual assessment and urgent distress require appropriate professional support.

THE FRAMEWORK / WORKSHOP FOCUS

HR Delivery Organisational Wellbeing Framework

The wider framework connects ten wellbeing areas, six enablers and three intervention levels. This workshop selects Mind, Healthy Work and Recovery Support to explore respectful conversations, practical assistance and appropriate professional referral.



SIX QUESTIONS TO EXPLORE IN THE WORKSHOP

01 Role and boundaries

What can this workplace role responsibly offer in this situation?

03 Listening

What does the person want us to understand about their needs?

05 Referral and urgency

Which verified support route fits the concern and its urgency?

02 Private opening

How can we invite conversation without assumptions or pressure to disclose?

04 Practical support

Which work arrangements could be discussed with the appropriate people?

06 Follow-up and privacy

What should be agreed, recorded and shared for useful follow-up?

These six questions guide workshop practice within the existing framework. They are selected learning prompts, not its complete architecture; the original model remains the reference for wider design, diagnosis and implementation.

[Explore the full model >](#)

LEARN BY DOING

Explore. Challenge. Make the ideas useful.

Short explanations lead into lively exercises, paired discussion and small-group challenges. Participants test ideas, share experience and build a draft together. The tone is engaging and enjoyable, with time to reflect and connect learning to real work.

01 First response language lab

Pairs compare possible responses to a fictional disclosure, identifying judgement, reassurance without evidence and intrusive questions. They rewrite the opening to invite conversation while respecting the person's choice to speak.

02 Listen without diagnosing

Triads rehearse a short supportive conversation using fictional role cards. Observers note open questions, listening, summaries and assumptions, then give feedback before participants repeat the conversation with improvements.

03 Support and referral map

Groups examine workplace scenarios with different support needs and urgency, then select a route from verified client arrangements. They identify missing contacts and questions for qualified specialists.

04 Agree a careful follow-up

Teams draft a practical follow-up agreement for the case, deciding what needs recording and who should know. Peers challenge unnecessary detail, unclear promises and unsupported assumptions about recovery.

UNDERSTAND BEFORE YOU RESPOND

Listen > clarify needs > connect with support

Listen respectfully, clarify practical work needs and agree appropriate support. Recognise when qualified or urgent help is needed. Participants practise supportive conversations, without making clinical assessments or diagnosing mental health conditions.

ONE CASE, DEVELOPED THROUGH THE DAY

An employee tells a manager they are finding work difficult and are worried about colleagues learning personal details. Recent deadlines have been missed, but the manager does not know why. The employee asks for help with priorities and wants to understand the support available before sharing anything further.

Groups prepare and rehearse a supportive first conversation, discuss possible work support and referral options, and draft a follow-up agreement that respects privacy, role boundaries and the employee's preferences.

THE FACILITATOR WILL

- Invite different perspectives.
- Make assumptions visible.
- Welcome constructive debate.
- Capture practical learning.

SAMPLE WORKSHOP AGENDA

A working day, with room to think.

09:00-16:30 | Six hours of facilitated learning, plus lunch and breaks. The agenda, emphasis and timings are always agreed with the client, including local scheduling needs.

09:00-09:20	Clarify the purpose and role Explore the workplace support role, agree respectful participation boundaries and distinguish listening and practical assistance from clinical assessment or treatment.
09:20-10:15	Understand work and support needs Use selected wellbeing areas to examine work conditions, support arrangements and the questions a manager can responsibly explore with someone.
10:15-10:30	Break
10:30-11:30	Prepare a respectful opening Review first-response language, remove assumptions and rehearse an invitation to talk privately without pressure to disclose personal health information.
11:30-12:30	Practise listening without diagnosing Run short conversations in triads, practise open questions and summaries, and use observation to improve the response before repeating it.
12:30-13:30	Lunch
13:30-14:30	Discuss practical work support Explore possible changes to priorities or arrangements, identify the employee's preferences and clarify which commitments need further organisational or specialist input.
14:30-14:45	Break
14:45-15:30	Verify support and urgent routes Examine scenario urgency, map verified client support routes and practise explaining confidentiality boundaries and referral without promising absolute secrecy.
15:30-16:10	Agree proportionate follow-up Draft actions, responsibilities and a review point, checking what information needs recording or sharing and how the employee will be involved.
16:10-16:30	Prepare a responsible workplace application Identify a support-pathway check or manager practice to improve, then plan a first step with the appropriate organisational owner.

Listen respectfully, address practical work needs and connect the person with appropriate support and careful follow-up.

FROM THE SESSION TO YOUR DESK

Useful models. Practical working records.

The day combines reference materials with drafts developed in the exercises. Each has a clear use beyond the workshop; the work reflects the evidence and perspectives available in the room.

01 Workplace role reference

A concise guide to listening, work support and referral responsibilities, with clear distinctions between everyday managerial assistance and matters requiring qualified health or specialist input.

Use it to clarify your role before supporting an employee.

02 First conversation prompts

A set of openings, questions and summaries practised with fictional scenarios, designed to invite conversation, avoid assumptions and respect the person's choice about personal disclosure.

Use it to prepare a private and respectful first response.

03 Observed practice feedback

A record of feedback on listening, question choice, summaries and role boundaries, with a focused development priority drawn from the participant's own simulated conversation practice.

Use it when planning further practice with an appropriate colleague.

04 Support pathway draft

A working map of organisational, professional and urgent support routes, identifying contacts that need verification and questions about access, confidentiality or referral arrangements before local use.

Use it to check that workplace support information is usable.

05 Work support discussion sheet

A case-based record of possible practical adjustments, the employee's stated needs and questions requiring management or specialist agreement, with responsibilities kept explicit and provisional.

Use it when preparing to discuss practical support within your role.

06 Careful follow-up record

A draft agreement covering actions, responsible people, review timing and necessary information sharing, with prompts to minimise personal detail and involve the employee in next steps.

Use it to structure a proportionate follow-up after a conversation.

CONTINUE EXPLORING

Continue with the models, diagnostic manuals and development resources on the HR Delivery website. Workshop exercises provide a first application; a full organisational diagnostic or implementation assignment can be agreed separately.

[Open the framework >](#)

[Explore diagnostic resources >](#)



MAKE THE LEARNING COUNT

A better conversation. A practical next step.

Verify the organisation's support pathways and discuss any gaps with the responsible owner. Practise the conversation prompts with a suitable colleague, then apply relevant learning within your role while using qualified support for individual assessment or urgent concerns.

YOUR FIRST 30 DAYS

01

Days 1-7

Verify the support routes

Check the support pathway draft with the relevant organisational owner. Confirm current contacts, access arrangements and urgent routes, and identify any unclear confidentiality or referral questions needing specialist clarification before use.

02

Days 8-21

Practise a first response

Rehearse the conversation with an appropriate colleague using a fictional scenario. Focus on one development priority, invite feedback and revise wording that sounds judgemental, intrusive or unclear about role boundaries.

03

Days 22-30

Strengthen local arrangements

Review what the practice and pathway check revealed. Agree a small improvement to manager guidance or support information, identify its owner and confirm when the change will be reviewed.

Follow-through is participant-led. Additional facilitation, a full diagnostic or specialist support can be agreed separately.

AVAILABLE IN-HOUSE

Shaped around your organisation

The client supplies verified support and urgent assistance routes, relevant policies and confidentiality arrangements. Participants need no personal disclosure or live employee case; all practice uses fictional scenarios, with a clear option to observe instead.

PLAN YOUR IN-HOUSE WORKSHOP

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Discuss your workshop



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