

# THE GUIDE FOR LEADERS PRIORITIZING WELL-BEING





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## INTRODUCTION

This guide aims to provide leaders with the necessary strategies and tools to support employee health and well-being in the workplace. Today, employee well-being is one of the most critical factors in ensuring psychosocial health and safety at work.

Leaders should not only focus on performance and business outcomes but also consider the physical, psychological, and social health of their teams. This guide offers practical insights to help leaders foster a positive workplace culture, enhance employee well-being, and create a sustainable work environment. One of the key benefits of the guide is its contribution to human sustainability and social sustainability.



PSYCHOSOCIAL RISK  
MANAGEMENT

**CHAPTER 1**

# PSYCHOSOCIAL RISK MANAGEMENT: THE ROLE OF LEADERS

Topics Covered in Psychosocial Risk Management

Job Design

Social Factors

Precarious Work and Working Conditions

Working Conditions-Environment

Bullying in the Workplace

**The Psychosocial Risk Assessment Scale** used in organizations is a tool designed to protect employees' psychosocial health and minimize the negative impacts of work-related and organizational conditions on employees. As a **preventive** and **proactive** intervention method, this scale is utilized as a measure to safeguard employee psychosocial well-being. The actions taken as a result of this scale positively affect employee health and well-being. The aim is to improve employees' social relationships, communication skills, and collaboration.



# WHAT SHOULD WE PAY ATTENTION TO IN PSYCHOSOCIAL RISK MANAGEMENT?

- Psychosocial risk assessment is critical for creating a healthy and safe working environment. The parameters in these risk assessments include the work environment itself, as well as many indirect factors that can influence it. However, it should be noted that this assessment does not provide a direct measurement of leadership processes. While psychosocial risk assessment includes parameters related to leadership, it is not used for direct evaluation of a leader's competencies.
- Maintaining anonymity in psychosocial risk assessment is extremely important. This responsibility for preserving anonymity rests with both the individuals writing the report and those with whom the report is shared. The confidentiality of the data must be maintained in a way that does not undermine organizational trust, and this responsibility is shared by everyone who has access to the report. If you are unsure about whom the report can be shared with, it is critical to consult psychosocial support specialists.
- Action recommendations are generated by psychosocial support specialists based on data analysis and observation. However, it is important to emphasize that needs may vary by department. Therefore, where necessary, psychosocial support specialists can collaborate with your department for specific additional efforts.





## WHAT SHOULD WE PAY ATTENTION TO IN PSYCHOSOCIAL RISK MANAGEMENT?

- Psychosocial risk assessment can also carry effects related to the period during which the assessment is conducted. Therefore, it is critical to consider the specific period when evaluating the results. Temporal and situational factors should also be kept in mind.
- Psychosocial risk assessment focuses on measuring the perceived effects of the environment on employees. Consequently, the results of all studies are shaped by how employees perceive these effects and to what extent they are impacted by them. As a leader, considering how well these assessments respond to employees' needs and understanding their perceptions play a key role in enhancing the effectiveness of the process.

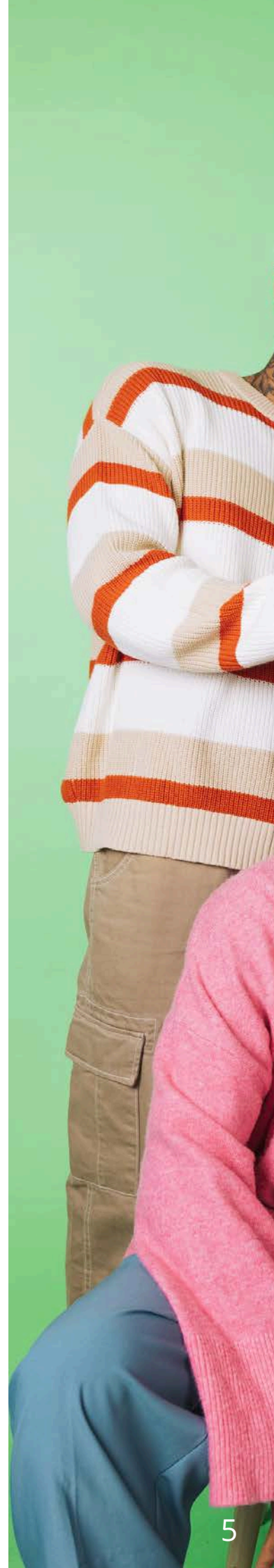
INCLUSION, DIVERSITY, AND  
EQUITY

# CHAPTER 2

# WHY ARE INCLUSION, DIVERSITY, AND EQUITY IMPORTANT?

Work life cannot be considered independently of society and culture. When we think of society as a macrocosm, we can evaluate workplaces as a microcosm. For years, age, status, class, disability, gender, sexual orientation, ethnicity, immigration status, and many other identity characteristics have been subjected to discrimination in the working life. These existential threats pose serious risks to our psychosocial well-being. When viewed as an existential issue, the matters of inclusion, diversity, and equity hold significant importance.

One of the biggest barriers to psychosocial well-being, which is also the theme of this report, is the fear of stigma associated with sharing a psychopathology diagnosis. As long as this perception persists, seeking psychosocial support may continue to be a taboo and pose a threat to individuals' recovery processes. One way to overcome this stigma is to create a safe and supportive environment in workplaces. Helping employees realize that seeking psychosocial support is not a weakness but an empowering step can increase access to such support services. Therefore, fostering an inclusive and empathy-based organizational culture is vital for supporting employees' individual and collective well-being.



# INCLUSION, DIVERSITY, AND EQUITY

## What is Justice?

Justice in a workplace refers to the equal evaluation of all employees and equal access to opportunities. It involves not only the fair application of rules but also ensuring that each individual receives the value they deserve.

## What is Equity?

Equity aims to support individuals based on their specific needs. Instead of providing the same resources to everyone, it focuses on delivering the support each individual requires to succeed. This involves taking necessary steps to achieve fair outcomes. For instance, if one employee can walk comfortably on a path, providing a ramp for another employee using a wheelchair is an example of equity.

## What is Diversity?

Diversity is the coming together of individuals from different backgrounds, cultures, age groups, and genders. These differences contribute to the shared purpose of the group and enrich it with new perspectives, ideas, and experiences.

## What is Inclusion?

Inclusion takes diversity a step further by creating an environment where everyone feels valued and a sense of belonging. A workplace where every individual's voice is heard and their contributions are acknowledged fully embraces inclusion. In such an environment, everyone feels the assurance to say, "I belong here!"



# THE CONTRIBUTION OF DIVERSITY AND INCLUSION: WHY IS IT IMPORTANT?

- Diversity and inclusion are not only ethical responsibilities but also opportunities for growth and development in the business world. According to research by McKinsey, companies with more than 30% women in senior management tend to be significantly more successful compared to those with less representation. This phenomenon allows for the convergence of diverse life experiences and ways of thinking, opening new pathways, fostering creativity, and enhancing profitability.
- Research from Forbes also indicates that inclusive environments increase employee engagement by 35%. This leads to a greater sense of commitment to their work among employees, while also boosting job satisfaction.
- Findings from Boston Consulting Group reveal that diversity at the management level has been shown to increase innovation revenues by 19%. Since innovation is rooted in diverse perspectives, creating an environment where every employee feels free to share their ideas is crucial for developing innovative solutions.





# THE ROLE OF LEADERS IN MANAGING INCLUSION PRACTICES

## **Be Mindful in Selecting Activities**

**Example:** Activities assigned based on gender can often be preferred in departmental events. This can create feelings of exclusion, particularly for other team members who may not wish to participate. It is crucial for leaders to consider the participation and interests of all employees when selecting events and to plan gender-neutral and inclusive activities that appeal to everyone.

**Suggestion:** Involve employees in the selection of activities, learn about their interests, and provide a variety of options to create an environment where everyone feels included.

## **Pay Attention to Language**

**Example:** The language used in the workplace is vital for ensuring that everyone feels comfortable and respected. Using profanity or inappropriate expressions can create a negative atmosphere not just for the targeted individuals but for the entire team. Employees of all genders may feel uncomfortable with such language. These behaviors contribute to workplace incivility and can foster a sense of exclusion.

**Suggestion:** Maintain politeness and respect in your discourse; remember that all employees, regardless of gender, deserve to be in a respectful and safe work environment. Avoid assigning gender to any thoughts, behaviors, or feelings, and refrain from sharing anything you perceive as phobic.



# THE ROLE OF LEADERS IN MANAGING INCLUSION PRACTICES

## Consider Different Perspectives When Making Decisions

**Example:** When decisions in the workplace are based on a specific group or perspective, other employees may feel excluded. For instance, consulting only one team member's opinion in work processes can limit the participation and contribution of others.

**Suggestion:** Be sure to listen to and consider the different perspectives of your team members during decision-making processes. Show that you value everyone's thoughts by asking questions. Forcing a quiet person to speak can sometimes make them feel pressured; working with those individuals one-on-one may be more effective. However, to encourage everyone to share, the following questions may help:

- Is there any important point we've overlooked in this decision?
- What risks should we consider while making this decision?
- Is there anything we've left out of this decision-making process? This could be a person, a different issue related to the topic, or an area of expertise.
- Is there someone with prior experience on this matter? If they want to share, we'd love to hear their experiences.
- It's very important for me to hear everyone's perspective. I want to hear all opinions; is there anyone who has a different view to share?

# THE ROLE OF LEADERS IN MANAGING INCLUSION PRACTICES

## Ensure the Accessibility of Physical Spaces

**Example:** Considering only employees with certain physical abilities in office arrangements can limit access for other employees. For instance, areas that are not suitable for employees with physical disabilities can reduce their work productivity.

**Suggestion:** When organizing the accessibility of physical spaces, take into account the needs of all employees. Strive to create environments where every individual can move comfortably and work effectively.

Sometimes, a person may choose to work quietly and in isolation due to psychological needs. Instead of questioning the reasons behind this choice, ensure that work environments are accessible and flexible in both physical and psychological terms. Creating individual spaces where employees feel comfortable can enhance their productivity and well-being.

## Promote a Culture of Continuous Feedback

**Example:** Employees may sometimes feel excluded or uncomfortable in the work environment but hesitate to express this.

**Suggestion:** Establish channels for regular feedback and create an environment where employees can voice their concerns, suggestions, or needs. This feedback can help you create a more inclusive and fair atmosphere in the workplace.



RECOGNIZING THE NEED FOR  
PSYCHOLOGICAL SUPPORT

**CHAPTER 3**

# RECOGNIZING THE NEED FOR PSYCHOLOGICAL SUPPORT

## 1. Observe Changes in Behavior

**Decrease in Performance:** If a previously successful employee is experiencing a loss of concentration, making mistakes, or struggling to complete tasks, this could be a warning sign.

**Communication Difficulties:** Behaviors such as becoming quiet, taking a back seat in team activities, interacting less with colleagues, or showing a desire for excessive socialization can be indicators of emotional distress.

**Difficulty in Maintaining Consistency:** If you observe sudden and inconsistent changes in the employee's mood (for example, one day excessively enthusiastic and the next day excessively quiet), this may signal a need for psychological support.

## 2. Pay Attention to Physical Symptoms

**Fatigue and Exhaustion:** Employees who appear constantly tired, unable to recover with rest, or mention sleep issues may be experiencing psychological strain.

**Health Problems:** Frequent illnesses, headaches, and stomach issues can also be physical manifestations of psychological stress.



# RECOGNIZING THE NEED FOR PSYCHOLOGICAL SUPPORT

## **3. Social Withdrawal and Isolation**

You may observe a tendency to avoid social interactions, reluctance to participate in meetings, or distancing from previously enjoyed activities. Isolation is a common sign of psychological distress.

## **4. Extremes in Emotional Reactions**

Observing that an employee reacts excessively to minor incidents, becomes more easily irritated, or conversely, exhibits extreme emotional responses may indicate that they are under stress and emotional burden.



# WHAT SHOULD I DO WHEN I RECOGNIZE THE NEED FOR PSYCHOLOGICAL SUPPORT?

## 1. Provide Continuous Feedback and Maintain an Open-Door Policy

Establish open and transparent communication with employees through regular one-on-one meetings. Creating a safe environment for employees to share their challenges makes it easier for you to notice their needs.

Feel free to ask questions that assess the employee's stress levels, workload, and overall mood. However, use a supportive rather than a judgmental tone when doing this.

## 2. Provide Information About Psychosocial Support

Inform employees about the psychosocial support services offered by the company. Emphasize that seeking support is normal and explain how to access these services.

**Referral:** If you believe an employee needs psychosocial support, approach the suggestion with understanding and empathy. Convey that asking for help is not a sign of weakness but rather a demonstration of courage, enhancing quality of life, and that investing in psychosocial well-being is a necessity.



# WHAT SHOULD I DO WHEN I RECOGNIZE THE NEED FOR PSYCHOLOGICAL SUPPORT?

## 3. Follow-Up and Support Process

Closely monitor the employee's situation. At the beginning and end of the process, regularly meet with them to ensure they feel supported. It is important for them to know that they are safe, not alone, and understood. Emphasizing that shared information will remain confidential strengthens the sense of trust. Maintaining the confidentiality of this information is an ethical responsibility.

Utilizing flexible working models during the follow-up and support process may also be beneficial. Allowing flexibility in workload and working hours can support emotional recovery. The key point here is to make this decision in collaboration with the employee.

## 4. Know Your Own Limits

As a leader, you are not always responsible for solving employees' psychological issues, but it is your duty to show them pathways to seek help from a professional. Knowing your own limits is a critical step in guiding employees appropriately. An employee's disclosures may emotionally exhaust you, and you may not have the capacity to provide emotional support at that moment, or it may trigger your own emotional experiences from the past. In such cases, keep in mind the importance of seeking psychosocial support mechanisms for yourself, considering the risk of experiencing compassion fatigue.



# When I Heard That Someone in My Team Has a Psychopathology, What Should I Do?

Psychopathology is a branch of science that studies mental and emotional disorders, specifically psychological illnesses, and investigates the causes, symptoms, and treatment methods of these disorders. Psychopathology encompasses abnormal or distressing states in individuals' thoughts, emotions, and behaviors. This term is used to describe and understand various psychological health issues, such as depression, anxiety disorders, and schizophrenia.

Psychopathologies refer to disorders related to individuals' mental and emotional states. However, the vast majority of these disorders do not prevent individuals from actively participating in working life with the right support and appropriate accommodations. Individuals with psychopathology can be as competent and successful as their colleagues. At this point, it is crucial to avoid any discrimination against these individuals in the workplace and to refrain from exclusionary attitudes and behaviors.

Psychopathology is a medical diagnosis made by psychiatrists and must be monitored by a psychiatrist.





# When I Heard That Someone in My Team Has a Psychopathology, What Should I Do?

When someone is faced with a psychological problem, there are often false perceptions that this situation could threaten the work environment or be unmanageable. However, there is nothing to fear. With the provision of psychological support and a suitable environment, these individuals can successfully take part in both business and social life. Psychopathologies do not necessarily negatively affect performance in business life; on the contrary, it has been observed many times how much individuals can contribute when supported.

The inclusive nature of work life allows all individuals to contribute in line with their talents and potential. Therefore, fear, prejudice and discrimination towards individuals with psychological health problems should be replaced by empathy and supportive approaches.

The steps recommended for leaders are as follows:

## 1. Noticing the Situation

- Noticing changes in the employee's behavior
- Following symptoms such as decreased productivity, lack of motivation, frequent sick leave
- Developing awareness about the employee's psychological state and general condition without being judgmental

# When I Heard That Someone in My Team Has a Psychopathology, What Should I Do?

## **2. Establishing Communication in a Private and Safe Environment**

- Arrange a conversation with the employee in a private setting, emphasizing confidentiality.
- Ask about the situation in a clear and empathetic manner, trying to understand if the employee is okay.
- Listen without judgment and encourage the employee to share.
- Support from psychosocial specialists can be sought on how this communication could be conducted.

## **3. Providing Support and Referring to Resources**

- Acknowledge the situation and identify the support the employee needs.
- Introduce the psychosocial support services or counseling resources available within the company.
- If necessary, offer options like time off or flexible work arrangements after discussing with the employee.

## **4. Demonstrating Flexibility and Understanding**

- Review the employee's workload and, if needed, reduce it or provide temporary flexibility.
- Maintain a reassuring and supportive approach throughout the process.

## **5. Regular Follow-Up and Staying in Touch**

- Conduct regular discussions about what can be done to alleviate the situation.
- Review the support and flexibility offered as the employee's condition improves and needs change.

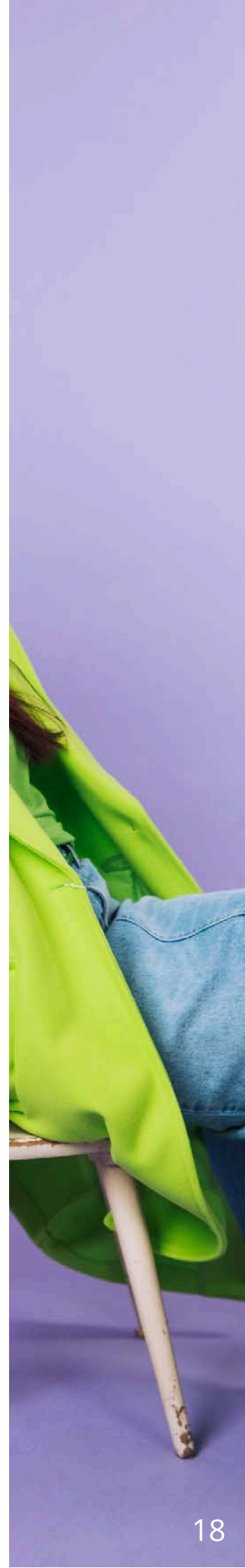
# When I Heard That Someone in My Team Has a Psychopathology, What Should I Do?

## 6. Respecting Employee Confidentiality

- Strictly adhere to confidentiality principles regarding the employee's mental health status.
- Share the matter only with relevant parties when absolutely necessary.

## 7. Reviewing One's Own Role

- The leader should evaluate their own behavior and assess elements in the work environment that may cause stress or pressure.
- Take broader actions to improve workplace culture (such as promoting psychological safety and work-life balance).



PSYCHOLOGICAL FIRST AID

**CHAPTER 4**

# WHAT IS PSYCHOLOGICAL FIRST AID?

- Psychological First Aid (PFA) is a type of early psychosocial intervention approach carried out during or after an event that causes negative impacts on individuals, such as disasters, accidents, terrorist attacks, or other harmful situations at individual or societal levels.
- The primary goals of PFA are to address individuals' basic physical or psychological needs during or after the event and to minimize the effects of the event on individuals and potential post-traumatic stress symptoms. It also aims to support adaptive functioning and coping in both the short and long term, and can be regarded as a protective intervention.
- PFA is not a diagnostic or treatment method but rather one of the approaches for intervening in psychological crises.

## Supporting the Restoration of Social and Behavioral Functioning

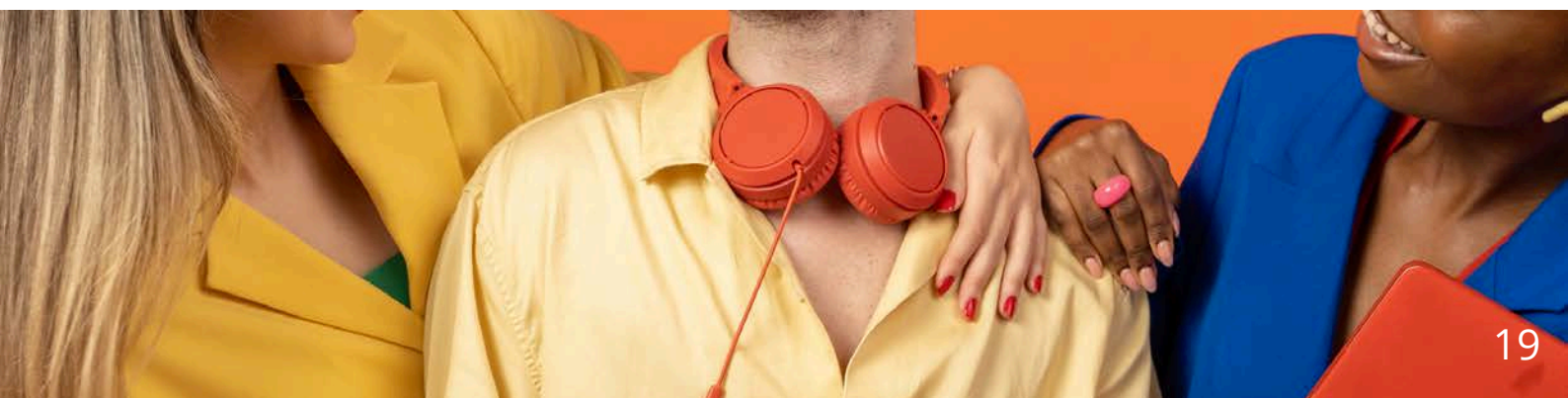
Safety

Benefit

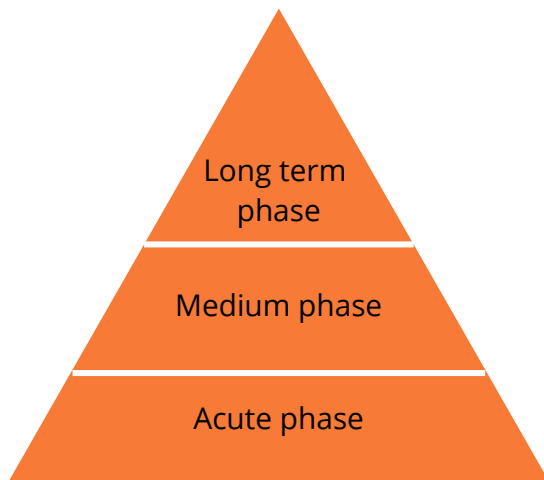
Relaxation

Connection

Instilling  
Hope



# PSYCHOLOGICAL FIRST AID STAGES



Individualized treatment and therapy approaches, CBT, EMDR, etc.

Psychosocial support activities, psychoeducation, support groups, etc.

Basic needs, safety, stabilization, psychological first aid

## "Listen, connect, relate, and guide."

- It is not a psychological counseling or psychotherapy.
- It does not include any treatment components.
- It is not designed solely as a method practiced by psychosocial health professionals.
- Anyone who has received training can apply psychological first aid.
- Psychological first aid is primarily applied at the scene of the incident, in disaster areas, or in affected regions.
- The most important consideration regarding the place of application is to choose a safe space for individuals, regardless of where the application takes place.



# PSYCHOLOGICAL FIRST AID STAGES

## 5 Basic Stages

Implementing empathetic listening and demonstrating a supportive approach
Understanding physical and psychological needs
Prioritization
Providing clear and accurate information
Identifying subsequent interventions necessary for recovery or guidance

## WHAT SHOULD I PAY ATTENTION TO IN PSYCHOLOGICAL FIRST AID?

- It is essential to act in accordance with the cultural characteristics of the individuals or groups involved in the work, as it is one of the fundamental requirements for a correct and effective psychological first aid process.
- It is extremely important to consider intercultural differences in behaviors such as handshake and greetings, rules or perceptions related to dressing styles, attitudes regarding communication between individuals of different genders, and religious characteristics.
- Avoiding overly extravagant clothing, excessive jewelry, and strong perfumes are behaviors to be mindful of. These practices are quite effective in empathizing with the situation and establishing a connection with individuals.



# WHAT SHOULD I PAY ATTENTION TO IN PSYCHOLOGICAL FIRST AID?

- When providing psychological first aid, the fundamental ethical principle is to focus on the “do no harm” principle. The primary rule is to maintain the well-being of individuals and to intervene without causing harm.
- It is the responsibility of all practitioners to keep the information shared by individuals confidential and to respect their privacy.
- As a practitioner, it is crucial to avoid making promises that cannot be fulfilled, not to pressure individuals into sharing their experiences, and not to accept money or any gifts in exchange for the support provided.
- During or after individuals' disclosures, it is also important not to judge them, as this is among the key ethical principles.
- A psychological first aid practitioner should gather necessary information about the environment or disaster area and provide individuals with accurate information. They should refrain from sharing information they are not certain about.



GRIEF

**CHAPTER 5**

# GRIEF

Loss is a natural emotional response that arises from the departure of something or someone beloved. Such a loss can cause profound pain, and this pain is often felt intensely. Unexpected and challenging emotions like shock, anger, disbelief, guilt, and deep sadness may be experienced. The pain brought on by grief can also affect physical health, making it difficult to sleep, eat, or gather one's thoughts. These reactions are normal in response to loss, and the intensity of grief increases as the magnitude of the loss grows. Coping with the loss of something or someone cherished is one of life's greatest challenges. While grief is often associated with the loss of a loved one and death, it can arise from any type of loss or change.

The most common causes of grief include:

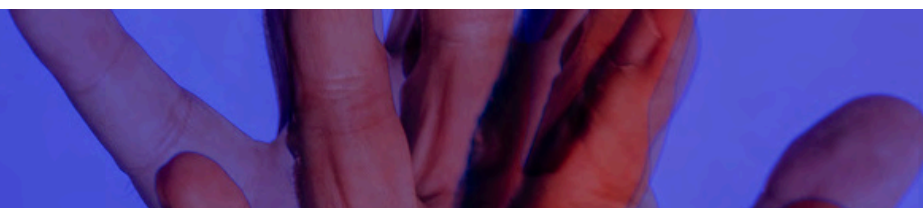
- Losing a close person,
- The death of a pet,
- Divorce or the end of a relationship,
- Loss of health,
- Loss of a job,
- Loss of financial security,
- Miscarriage,
- Retirement,
- The loss of a valued dream,
- A loved one's serious illness,
- Losing a friendship,
- The loss of a sense of security after trauma,
- The sale of the family home.

All losses in life can trigger feelings of grief. For example, moving out of a home, graduating from university, or changing jobs can lead to feelings of grief.

# Myths and Truths About Grief

Regardless of the type of loss, it is a personal experience; therefore, there should be no shame in the feelings experienced, nor should it be thought that grief can only be felt for certain things. If a person, animal, relationship, or situation is significant to someone, it is normal to grieve that loss. However, regardless of the cause of grief, there are healthy ways to cope with the pain. Over time, these methods can alleviate sadness, facilitate acceptance of the loss, help find new meanings, and allow life to move forward again.

Myths	Truths
If you ignore the pain, it will pass more quickly.	Trying to ignore the pain or prevent it from surfacing will only make matters worse in the long run. Confronting and actively dealing with grief is essential for true healing.
It is important to "be strong" when experiencing loss.	Feeling sad, scared, or lonely is a normal response to loss. Crying doesn't mean you're weak. You don't have to take a brave stand to protect your family or friends. Showing your true feelings can be good for them and for you.
If you don't cry, you are not grieving the loss.	Crying is a normal response to sadness, but it is not the only response. Those who do not cry can still feel pain deeply, they just find other ways to express it.
Grief should last about a year.	There is no specific time period for grieving. The length of time it takes varies from person to person.
Moving on means forgetting the loss.	Moving on means you accept the loss, but it doesn't mean you forget. As you move on with your life, you may carry the memory of the person or thing you lost with you as an important part of yourself. In fact, over time, these memories can become more profound, defining who we are.



# Stages of Grief

The five stages of grief are as follows:

**Denial:** "This can't be happening." "I feel like they're going to walk through that door."

**Anger:** "Why is this happening? Who is to blame?" "This isn't fair at all."

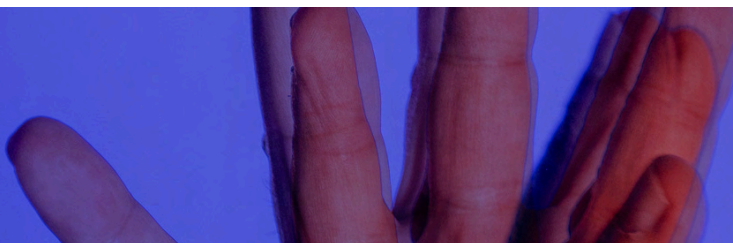
**Bargaining:** "If this doesn't happen, I will \_\_\_ in return."

**Depression:** "I'm so sad that I can't do anything."

**Acceptance:** "I am accepting what has happened and continuing with my life."

People do not always experience these stages in a specific order, and some stages may last longer than others. The grieving process varies among individuals. In the literature, some sources mention five stages of grief, while others refer to seven stages. However, classifications like five or seven stages may not fully capture the complexity of grief, as **everyone's way of coping with loss is unique.**

If any of these feelings are experienced after a loss, it should be understood that these reactions are natural and will heal over time. However, not everyone who is grieving will go through all of these stages. Contrary to common belief, it is not mandatory to go through every stage to heal. Some individuals may resolve their grief without confronting these stages. If these stages are experienced, it should be noted that they will not be experienced in a regular order; therefore, it is important not to worry about what one should feel or which stage they are in.





## Stages of Grief

Kübler-Ross never intended these stages to be a rigid framework for everyone who grieves. In her final book before her death in 2004, she wrote about the five stages of grief:

*“These stages are not designed to put complex emotions into neat packages. They are the responses that many people have to loss, but there is no typical response to loss, because there is no typical loss. Grief is as individual as lives.”*

## Grief-Specific Emotions and Experiences

Although loss affects people differently, many people experience the following symptoms during the grieving process. It is important to remember that almost everything experienced in the early stages of grief is normal; it may be accompanied by experiences such as feeling like you are “losing your mind or control,” feeling like you are in a bad dream, or questioning your religious or spiritual beliefs.

### Emotional Symptoms of Grief

**Shock and rejection:** In the immediate aftermath of a loss, it can be difficult to accept what has happened. A person may feel emotionally numb, have difficulty believing that the loss actually happened, or may deny the truth. For example, in the case of the death of a pet or loved one, it may be possible to expect that person to return, even though they know they are gone.



## Emotional Symptoms of Grief

**Sadness:** Deep sadness is perhaps the most universal symptom of grief. Feelings of emptiness, hopelessness, longing, or deep loneliness may be experienced. Frequent crying or mood swings may also occur.

**Guilt:** A person may feel regret or guilt about things they did not say or do. Guilt may also be felt for certain feelings, such as a sense of relief when someone dies after a long and difficult illness. Guilt may also be felt for certain situations that are beyond the person's control. For example, guilt may be felt for not doing more to prevent the loss.

**Fear:** A significant loss can trigger a variety of anxieties and fears. In situations such as the loss of a partner, job, or home, one may feel anxious, helpless, or insecure about the future. Panic due to intense anxiety may be experienced. The death of a loved one may trigger a person's own fear of death, fears about living without that person, or the responsibilities that the person must now assume alone.

**Anger:** Feelings of anger and resentment may be felt regardless of whose fault the loss is. In the loss of a loved one, a person may feel angry at themselves, God, the doctors, or even the person they lost. The person may feel the need to blame someone for the injustice they experienced.

## Physical Symptoms of Grief

Although grief is often thought of as an emotional process, it can also cause physical problems. Common problems include:

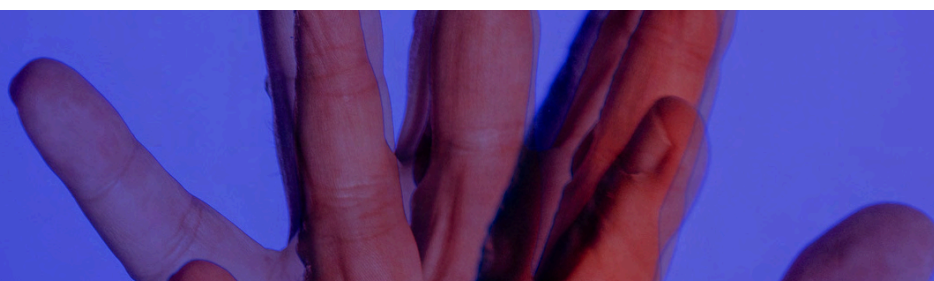
- Fatigue
- Nausea
- Lowered immune system
- Weight loss or gain
- Changes in appetite
- Aches
- Insomnia or sleep problems.

## Support During the Grief

The pain of grief can cause a person to feel isolated and withdrawn from others. However, face-to-face support from other people is vital to the healing process. Even if you are not comfortable talking about your feelings under normal circumstances, it is important to express your feelings during the grieving process.

Sharing the burden of grief can make it easier to bear, but that does not mean you have to talk about your loss in every interaction. Support can also come from simply being around others who care about you. The important thing is not to isolate yourself.

It is important to connect with friends and family. Even if you feel strong and independent, having the support of loved ones is extremely valuable during this time. Instead of withdrawing from social interactions, it is beneficial to spend time with friends face-to-face and accept the help they are offered. Often people want to help, but they may not know how, so their needs should be expressed clearly. You may need a shoulder to lean on, a listening friend, or just someone to spend time with.



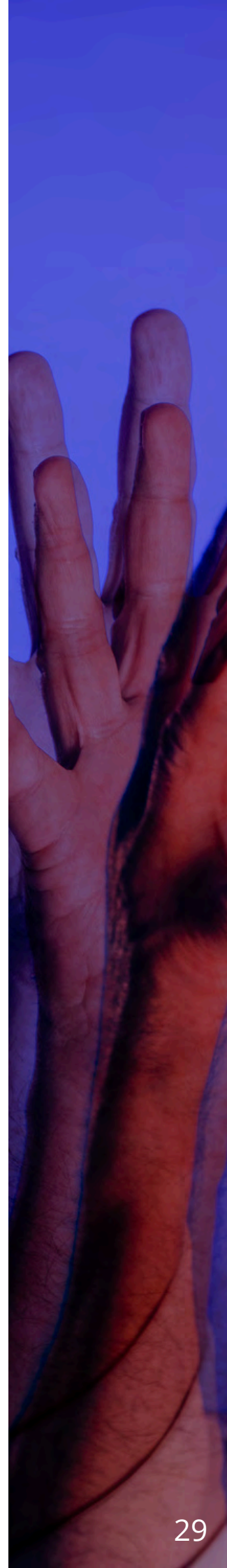
# Support During the Grief

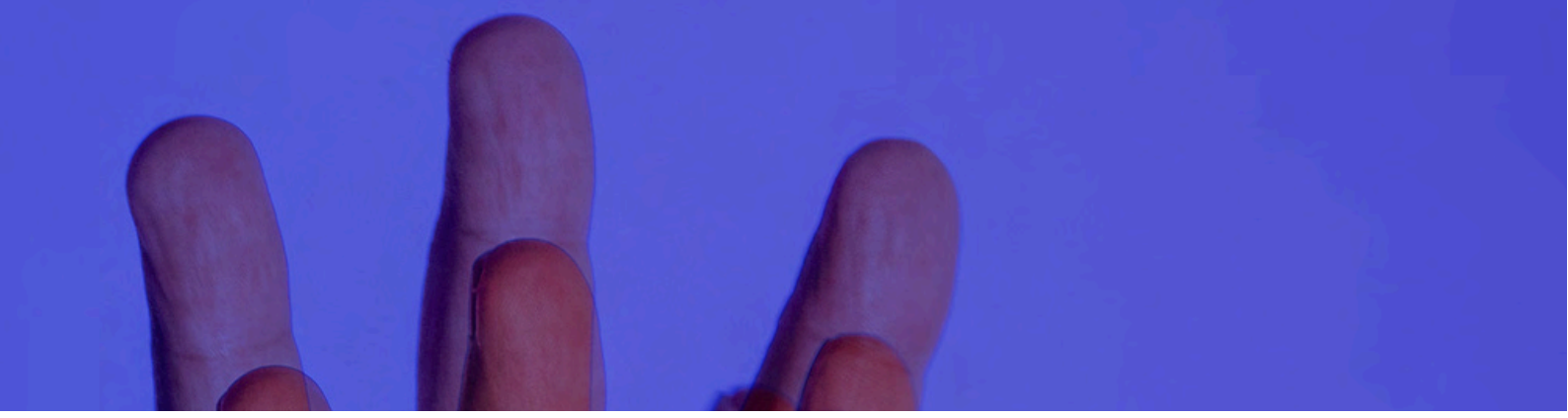
Many people may feel anxious when trying to comfort someone who is grieving. Grief can be a complex and frightening experience, especially for those who have not experienced a similar loss. They may be unsure of how to help, and this may result in incorrect statements or behaviors. However, this should not cause individuals to isolate themselves and avoid social interactions. If a friend or loved one reaches out, this should be interpreted as a sign that they are anxious about the loss.

Faith can be a source of support during this process. Those who follow a religious tradition may find comfort in the grief rituals of that tradition. Spiritual activities such as prayer, meditation, or worship can help a person find comfort. If faith is being questioned after the loss, it may be helpful to talk to a clergy member or others in the religious community.

It is also important to join a support group. Loss can create feelings of loneliness, even if it is a loved one. Sharing the pain with others who have experienced similar losses can help ease this feeling.

Finally, it may be helpful to talk to a therapist. These professionals can help you cope with intense emotions and overcome obstacles in the grieving process. It is critical to tap into the company's support mechanisms.





## What Should I Do If Someone on My Team is Grieving?

Grief is both an individual and collective experience, and it is important for leaders in the workplace to support their teams during this process. The role of the leader here is to provide emotional support without forcing the person.

**Providing Emotional Support:** It is necessary to create a safe space for the person to express their feelings. Listening shows that you understand and care about the person. Emotional states can change during the grief process; therefore, it is important to convey to team members that they can talk openly about what they are feeling. For example, starting from the second week after the loss, one-on-one meetings can be planned according to need. The following questions or sentences can be helpful in these one-on-one meetings:

- How are you these days?
- How are you feeling?
- Do you need anything? How can I support you?
- We can also talk about what kind of support or flexibility you need at work.
- Do you take time for yourself? If you need permission, we can plan it together.
- Is there anything that will be good for you during this period?
- It may be normal for you to have difficulty these days. This is very understandable, and there is no problem with moving forward at this pace.



# What Should I Do If Someone on My Team is Grieving?

**Providing Flexibility:** Team members should be respected and given time to grieve. Flexibility should be provided when necessary to balance the workload after the loss and it should be reminded that tasks need to be delegated to others. During the grieving process, it is also important not to go to the grieving person with work issues; this is a critical step in demonstrating a supportive approach.

**Creating Social Support:** It is important to invite team members to social events. In the early stages of grief, a person may not feel ready to participate in events. However, when the person feels ready, they should be encouraged to participate in events without forcing them. This can increase the feeling of support and ensure that the team is in solidarity.

**Offering Professional Help:** Providing information about professionals who provide psychological support in the workplace can help team members cope with emotional difficulties. Referrals should be made to the company's psychosocial support specialists so that these specialists can refer to relevant professionals and create a support mechanism.



## What Should I Do If Someone on My Team is Grieving?

**Manage Your Own Emotions:** The grieving process is an experience that affects leaders emotionally. It is important to observe your own emotional state and seek support when necessary. Being open in expressing your feelings will set an example for team members to express their emotional processes. It may be good to receive supervision from psychosocial support specialists in the organization while managing this situation.

**Commemoration and Remembrance:** Organizing commemoration events for the lost can help normalize the grieving process. In addition, if the lost person is someone that all team members know, allowing the sharing of memories about the lost person will contribute to emotional healing.

The grieving process is a complex and challenging experience. As leaders, it is important to take proactive steps to ensure that team members feel supported and understood during this process. The strategies above can help leaders guide their teams through this difficult period and support emotional health in the workplace. It should be remembered that each individual's grieving process is unique and should be treated with respect.

SUICIDE

**CHAPTER 6**

# SUICIDE

Many people who think about or try to kill themselves think that suicide is the only solution to feelings they feel they cannot handle, and the intensity of their feelings prevents them from seeing solutions. Suicidal thoughts are usually temporary. It is possible to ease seemingly unbearable pain or increase coping methods. The important thing to remember is this: No one has to go through this difficult process alone. Getting help from those around them is the first and most important step.

Misconceptions	Truths
"People who talk about suicide don't actually commit suicide."	Almost all people who have tried and killed themselves have given signs of it beforehand, so anyone who talks about killing themselves, openly or covertly, should be taken seriously and action should be taken immediately.
"Talking about suicide puts that thought in people's heads."	Talking to someone who is having suicidal thoughts about suicide will not put unnecessary thoughts into their minds, on the contrary, talking openly about it is the best thing to do. It shows that you care about them and that they are comfortable sharing their pain with you.
"If a person decides to kill himself/herself, nothing can stop him/her."	Many people who consider ending their life actually just want to end the pain. However, this desire, although very strong, is temporary. The fact that a person is alive shows that there is still something holding them back, and if they have shared this with someone, it means they want help and that something can be done.
"Anyone who tries to end their own life is out of touch with reality."	Only 10% of people who think about and try to end their lives are disconnected from reality. Just because a person is not disconnected from reality doesn't mean they won't go through a difficult time where they might consider ending their life.

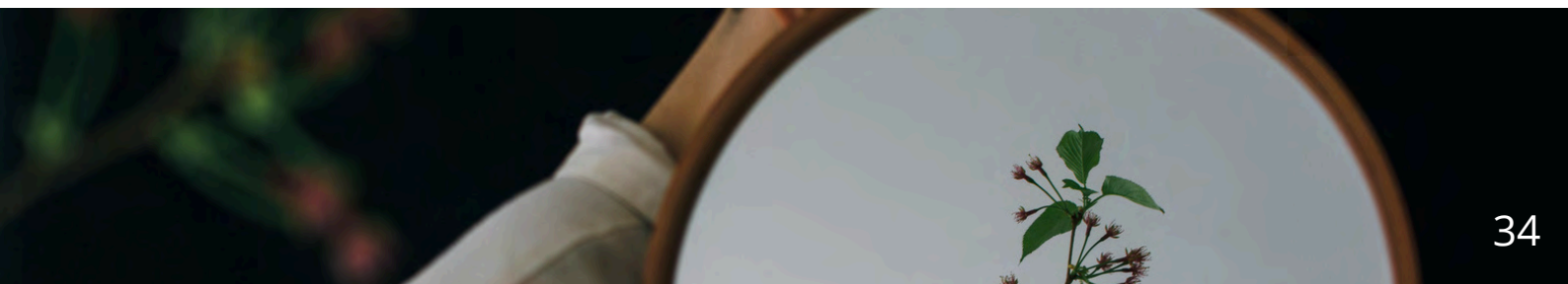
# Suicide Warning Signs

There are usually significant changes in the behavior of people who plan to end their life. If someone you know,

- Openly or implicitly talks about ending their life (life is not worth living, the world is better without me, I can't stand it anymore, everything is over, I will kill myself, etc.),
- Has experienced a traumatic event regarding themselves or a loved one,
- Has disrupted their eating and sleeping patterns,
- Is withdrawing from friends and social environments; has lost interest in their hobbies, school, and work; does not pay any attention to their appearance,
- Does things like write wills and say goodbye; gives away important belongings to those around them,
- Has previously attempted to end their life,
- Takes vital risks such as driving too fast, using too much alcohol or drugs,
- Looks bored, tired, exhausted, cannot concentrate on anything,
- Or **seems relaxed and peaceful for no reason** when they are feeling very bad,

they are at risk and may be considering suicide.

**The term “committed suicide” should not be used because it supports the view that criminalizes this behavior. This can both increase stigma and prevent people who have these thoughts from speaking out. Using the terms “died by suicide” or “ended their own life” allows for open dialogue and compassion.**





## If you know someone who is considering ending their life...

- Never keep a suicide plan a secret. Your friend may ask you not to tell anyone. But never carry this responsibility alone. If there is a serious risk, take the risk of regretting something you did rather than regretting something you didn't do.
- Don't shame or judge them in an attempt to change their mind. This will only increase their feelings of guilt and hopelessness. Avoid saying things that will make them feel worse. Don't make light of what they are experiencing by saying that they don't need to end their life. What matters is not how big or bad the problem is, but how much it affects the person who is experiencing it.
- Never say that they can't take their own life.
- Emphasize that they can get help and that it is temporary. Many people do think about ending their life from time to time, but these thoughts are temporary.
- Monitor your friend or loved one's condition. It is very important to continue your support even when there is no immediate risk.
- It is a very heavy burden for you to have a friend or loved one consider ending their life. You may want to consider getting help from a professional to cope with this.



# WHAT SHOULD I DO WHEN SOMEONE ON MY TEAM NEEDS SUPPORT?

- **Listen to the Employee and Create a Safe Environment:** In the first step, listen to the employee without judgment and by allowing them to share as much information as they want. Provide a safe environment where they feel comfortable without forcing them to share. If they do not want to talk, talk about the available support mechanisms and direct them to the Employee Health and Well-being unit.
- **Referral to the Employee Health and Well-being Unit:** Depending on the employee's needs, refer them to psychosocial support specialists in the Employee Health and Well-being unit.
- **Preliminary Meeting with Experts:** Psychosocial support specialists conduct a preliminary meeting with the employee, listen to their needs and evaluate the situation.
- **Providing Appropriate Referrals:** Experts refer the employee appropriately within the organizational and clinical context or connect them with the necessary resources.
- **Checking the Need for Change in Working Style:** If the employee has a need that requires a change in their work environment, discuss this with the Human & Culture Business Partner and the Psychosocial Support Specialist and plan the necessary arrangements. (such as the need to work remotely/from home)
- **Monitoring the Process:** Psychosocial support specialists monitor the process from beginning to end. Also, as a leader, continue to monitor the process and be there for the employee. Make sure to provide support to the employee and monitor their progress.



**Our psychosocial well-being is a part  
of our holistic health...**

**Employee Health and Well-being**