



# The Mental Health Continuum

*for managers and leaders*

Scan to discover steps you can take and explore UBC resources.  
[hr.ubc.ca/LeaderContinuum](https://hr.ubc.ca/LeaderContinuum)



## THRIVING

- Typical mood, energy, and social engagement.
- Consistent performance.
- Living well in recovery from illness or addiction.
- Typical social engagement for the individual.

## SURVIVING

- Irritability, displaced sarcasm, increased conflict.
- Low energy, changes in health or appearance.
- Procrastination, missed deadlines, or loss of focus.

## STRUGGLING

- Worry, agitation, prolonged sadness.
- Fatigue, decreased performance, negative attitude, more absences.
- Avoidance, or inappropriate social behaviour.
- Substance use or addictive behaviours regularly impacting work or social interactions.

## IN CRISIS

- Emotional outbursts or destructive behaviour (to self or others).
- Suicidal thoughts, intentions.
- Decline in health or appearance, exhaustion, burnout.
- Impairment with daily tasks, absenteeism.
- Work or relationships unsustainable due to substance use or addictive behaviours.

## Actions to take

- Get to know your direct reports and watch for changes in behaviours.
- Educate yourself and regularly communicate support resources.
- Encourage breaks, work/life balance, flexibility, and autonomy.
- Lead by example and promote a healthy work environment.

- Watch for difficulty coping and refer to mental health resources when needed.
- Consult with peers, HR advisors, or UBC resources
- Identify and reduce workplace stressors and psychosocial risks.
- Offer help if you suspect a mental or physical impairment is affecting work.

- Consult relevant UBC programs and resources for advice.
- Refer direct reports to appropriate UBC resources.
- Address inappropriate behaviour and conflict promptly.
- In case of an absence or leave, offer support and maintain respectful contact.
- Respect and support medical accommodations and limitations.

- Refer to mental health crisis supports and consult UBC and community programs for support.
- Respect and support medical accommodations, and limitations.
- Ensure those who are impacted by a leave or absence are informed and supported.
- Manage your own wellbeing and work/life balance.