

Patterns of Responses to Mental Health Issues on Behalf of Various Managerial Types: Our cultural background and own attitudes toward and experience with mental health, combined with our personality types, influence how we respond to mental health issues in our teams. We can learn a lot from our own experiences but by definition they are narrow, and should be recognized as such. (Adapted from Quelch and Knoop, *Compassionate Management of Mental Health in the Modern Workplace*, 2018)

Category	Behavior	Emotion	Focus	Advantages	Risk	Motto
Kangaroo/will provide protection and carries along TO INTERVENE	Shows empathy, patience. Confronts the issue and wants to help the unwell, inserting self as first line of defense and support.	Need for admiration , wants to feel needed and loved.	Focuses on individual in service of company, puts self last	Manager tackles the problem. Gives employee extra time to complete the task or gives the task to another employee	Does not get professional advice and does more damage than good. Blurs lines between professional and personal relationship. If manager tackles problem, employee does not get advice. If manager gives employee extra time, deadlines may be missed or work may be subpar	"I can help this person if I try." "If I help this person they will love me."
Ostrich/Benign indifference TO IGNORE	Avoidance; ignores the problem/employee/difficulty, hoping it will go away; if employee is a good individual contributor, supervisor decides to overlook the issue. Supervisor lacks the inner fortitude or ability to intervene. The employee could be an individual contributor or manager.	Fear of confrontation and conflict. Need for admiration . Need for validation of own worth (due to shared experience). Seeks gratitude from unwell employee.	On self first, the company, then employee	Some problems do resolve themselves	Problem festers If manager gives work to another employee, that employee may be resentful towards the manager or the first employee and think the unwell employee is not contributing enough. Why should they have to do someone else's work?	"If I ignore this issue, it will go away."
Mother Hen/Hypervigilance TO SMOTHER	Obsesses about unwell individual; ambivalent about whether to intervene because of shared experience (e.g., recovered addict managing an employee in substance abuse)	Fear, sees him or herself in the employee, afraid of exposing own	On employee, then self and then company	Manager acknowledges the problem, and wants to help. Employee may actually improve because of feeling cared for	Fails to get outside help for employee. Little productive work may happen because manager's mindshare is focused on employee and self and	"I understand the problem and believe I can help, therefore I should."

Category	Behavior	Emotion	Focus	Advantages	Risk	Motto
		inadequacy	(co-dependence)	and bonded by shared experience.	employee may not be aware of problem. Others may resent unaddressed issue.	
Hyena/Confronter TO ELIMINATE	Refers the employee to another department; encourages/pushes resignation	Fear, worried unwell employee will drag the team down Need for control.	Focuses on self	Manager acknowledges the problem. Eliminates the problem from manager's direct concern.	Hurts employee, appears uncaring to other colleagues and direct reports, employee never gets help. Manager's treatment of unwell employee could create fear and mistrust in other employees.	"Employee doesn't have what it takes to me on my team." "Only the tough survive."
Dung Beetle / Piling on the unwell to protect the others TO SACRIFICE	In an effort to protect the high-performing well employees, manager assigns the already disengaged or unwell tasks that others might not like, excludes them from meetings, or assigns them difficult clients. Managers are often not psychologically aware that this is what they are doing. Signals to others that they are worthy of protection.	Fear, worried unwell employee will drag the team down. Self-preservation.	Focuses on needs of company and self, putting employee last	High performers may benefit and are protected. Signals to other employees that their contributions are valued and that they are to be protected over the well-being of the unwell.	Employee isn't given a fair chance to improve. Hurts employee and family, may backfire if employee's condition worsens and coworkers are affected. Problem festers.	"I am doing what is best for the broader team and group."
Snake/deceptive behavior TO WAIT OUT	Ignores the behavior, but makes the employee feel like they can't do anything right. Employee is confused because they received leniency. Indirect, rather obtuse. Might become a hyena. Might over-react.	Admiration—need to be rewarded for solving problem.	Employee	Some problems do resolve themselves	Employee has no support.	"It's a personal issue. I shouldn't get involved but need to solve the professional problem."