

The background of the slide is a photograph taken from the perspective of a pilot in the cockpit of a commercial airplane. The view is looking out through the windshield at a sunset or sunrise over a range of mountains. The sky is a mix of orange, yellow, and blue. The cockpit's instrument panel and control yoke are visible in the foreground, partially obscuring the view. The title text is overlaid on the top half of the image.

# *REGIONAL MENTAL* *HEALTH SUMMIT 2025*

**WHAT CAN WE DO AS LEADERS?**



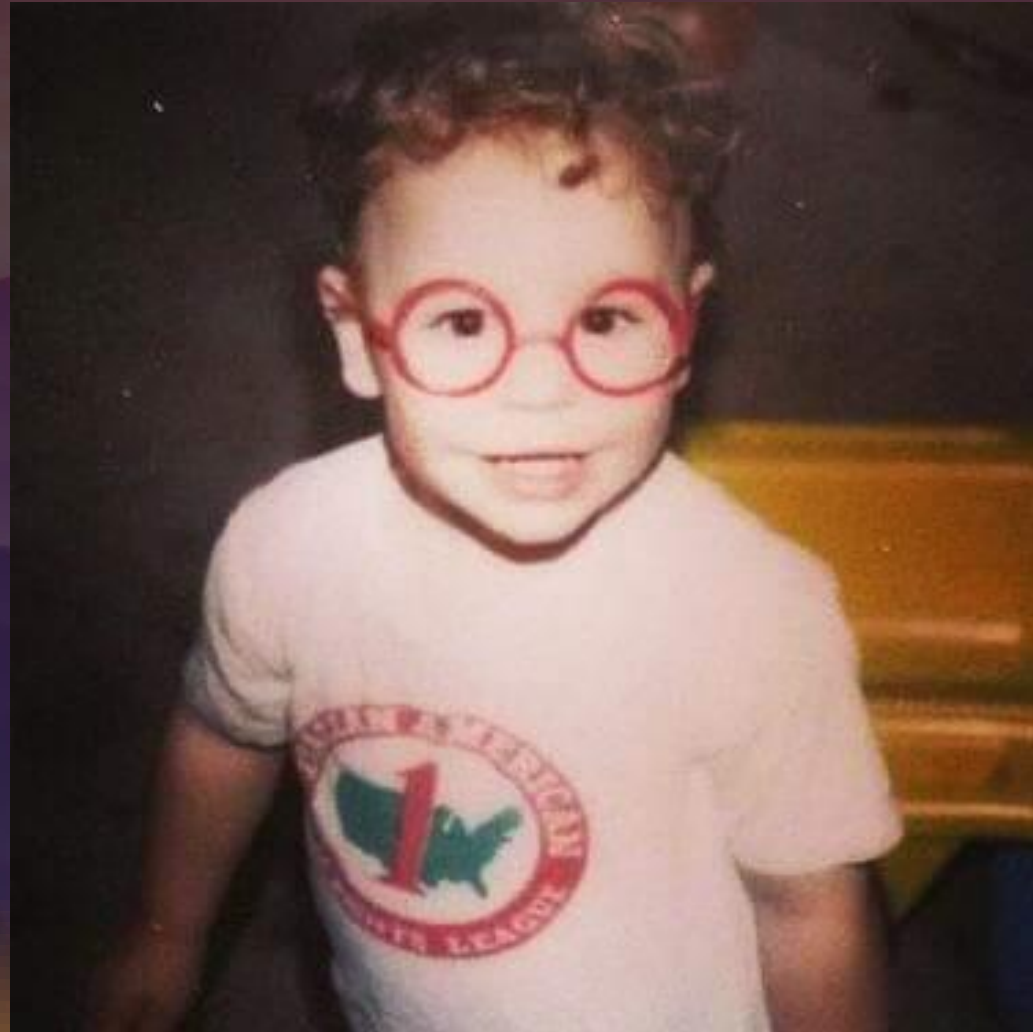
# AS LEADERS WHAT IS OUR ROLE?

*What Can We Do?*

ORGANIZATIONALLY – INTERPERSONALLY

# AGENDA

- **How I Got Here / What I've Been Doing In Our Industry**
- **Peer Group (Listening / Connection)**
- **The Issues We're Facing**
- **Peer Group (Leadership Discussion)**
- **What We Can Do As Leaders (Organizationally)**
- **Peer Group (Leadership Discussion)**
- **What We Can Do As Leaders (Interpersonally)**



# WHAT I'VE BEEN DOING

- **Peer Groups** – connecting on a deeper level monthly with leaders
- **Industry Keynotes** — connect with companies and humans doing the work
- **Jobsite Talks** — connect in small groups and 1:1 (~10 hours a week)
- **Apprentice workshops / locals** — taking care of the pilot, etc. / connection
- **Foremen / Super Workshops** — pilot, etc. / connection / team leadership
- **VP / Director Workshops / Retreats** — organizational culture / programs
- **Executive Teams and Staff Workshops / Retreats** — strategy / initiatives with mental health as a focus and key operational consideration

# Group Exercise

## *COURAGE / VULNERABILITY / CONNECTION*

- **Listening – Each Member Speaks for FIVE Minutes – Choose One (or more):**
  - ... a time in your life when someone carried you...
  - ... something that threw the train off the tracks for you...
  - ... something you're dealing with right now that's been rough...
  - ... how you've grown (Personally – Professionally – Perspective) last few years...
  - ... something you're grateful for that's not on your resume...
  - ... an interesting fun fact about you that people might not expect...



# GROUP CHAT

## *MENTI-METER*

*How Was That For You?*

The background of the image is a landscape photograph. It features a range of mountains in the distance, with some peaks appearing hazy. In the foreground, there are silhouettes of evergreen trees. The sky is a mix of deep purple and orange, suggesting a sunset or sunrise. The overall tone is somewhat somber and contemplative.

# ISSUES WE'RE FACING



Over  
**49,000**  
people died by  
suicide in 2023



**1** death every  
**11** minutes

Many adults think about  
suicide or attempt suicide

**12.8 million**  
Seriously thought about suicide

**3.7 million**  
Made a plan for suicide

**1.5 million**  
Attempted suicide

**Construction Industry - 11%**

## Construction Industry Statistics 2023

**At Work Deaths**



**982**



**Death by Suicide**

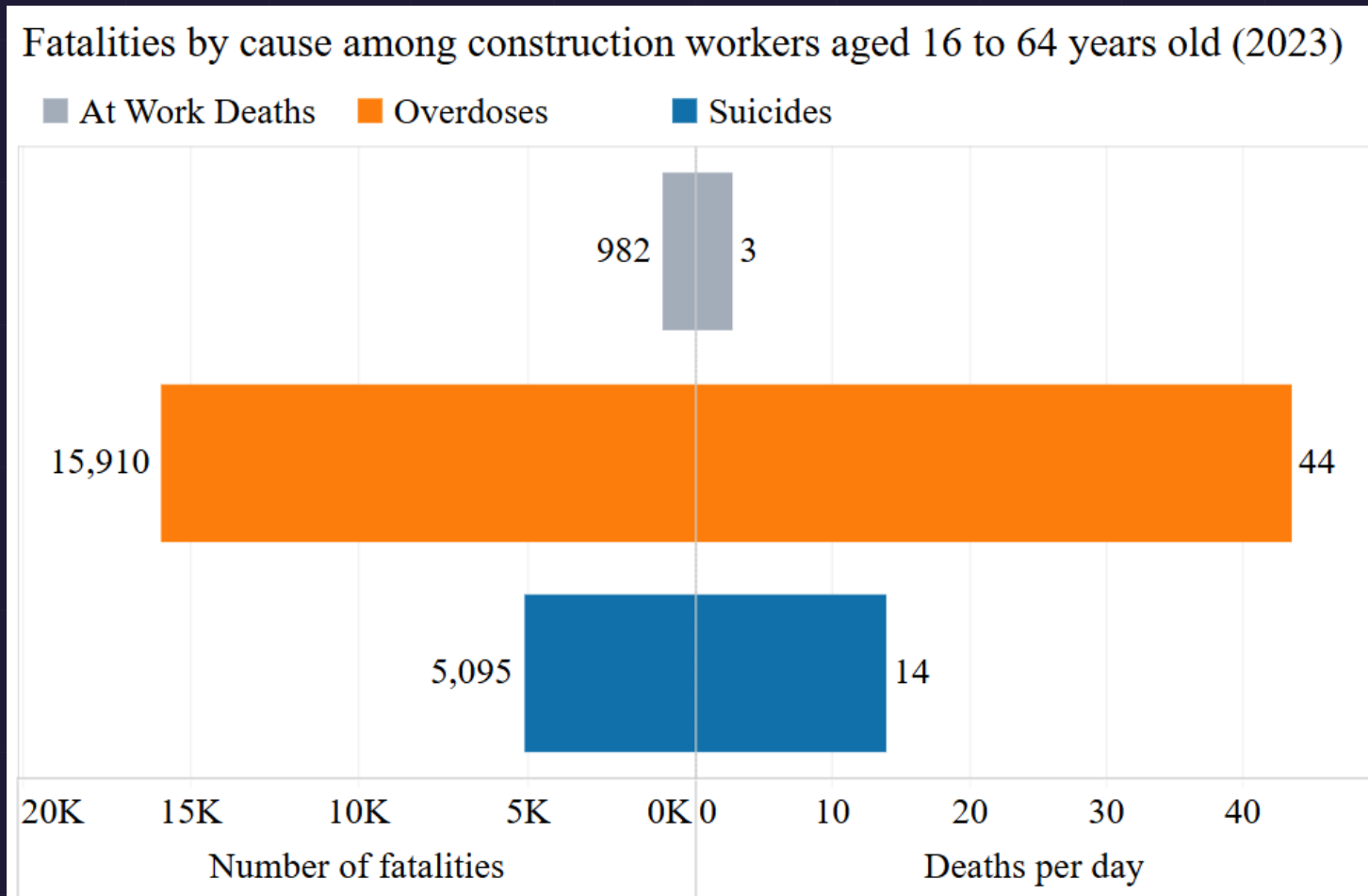
**5095**

**Death by Substance Misuse**



**15,910**

### 3 CONSTRUCTION DEATHS PER DAY



**14 SUICIDES PER DAY – 44 FATAL OVERDOSES PER DAY**

# INDUSTRY RELATED RISKS FOR SUICIDE

01 Chronic Pain



Veterans In the Workforce 06

02 Extreme Pressure



## Industry Related Risks Factors for Suicide



Sleep Deprivation 07

03 Skills Gaps / Feeling Stuck



Demographics 08

04 Lack of Leadership Training



Substance Misuse 09

05 Communication



Financial Instability 10



# GROUP CHAT

## *MENTI-METER*

*How many of these affect you right now?*

# WHAT CAN WE DO TO SUPPORT OUR PEOPLE?

| ORGANIZATIONAL | INTERPERSONAL |
|----------------|---------------|
|                |               |

WRITE ONE OR TWO FOR EACH – DISCUSS WITH YOUR GROUP

# GROUP CHAT

## *MENTI-METER*

*Share one or two organizational things we can do*

# GROUP CHAT

## *MENTI-METER*

*Share one or two interpersonal things we can do*

WHAT CAN WE DO – ORGANIZATIONALLY?

# AS LEADERS

*How are we supporting and resourcing those we lead  
and those we serve?*

# WHAT CAN WE DO – ORGANIZATIONALLY?

## **1. Peer Groups & Connection Workshops \*\*\*SLIDES\*\*\***

Facilitate regular small-group sessions where people can talk, listen, and build trust beyond work roles.

## **2. Mental Health ERG (Employee Resource Group) \*\*\*SLIDES\*\*\***

Start a cross-sectional team to drive initiatives, ensure representation, and coordinate mental health strategy.

## **3. Strengthen the EAP / MAP (Employee / Member Assistance Program) \*\*\*SLIDES\*\*\***

Audit and simplify access. Include family coverage, test the system yourself, and talk openly about using it. Normalize help-seeking by modeling it.

## **4. Train in Mental Health First Aid (MHFA)**

Get leaders and crew members certified. Treat it like safety or CPR — a required skill for looking out for each other.

## **5. Embed Mental Health Into Culture**

Make it visible from day one — orientation, toolbox talks, and leadership meetings. Integrate language of well-being and communication into daily operations.

# WHAT CAN WE DO – ORGANIZATIONALLY?

## **6. Hold Regular Huddles or “Check-Ins”**

Weekly or monthly 20-minute gatherings using stories, reflective questions, or lessons. Simple, consistent conversations build connection.

## **7. Mentors & Allies Program**

Create peer-support structures that match experienced workers or leaders with those who might need a listening ear or guidance.

## **8. Normalize Mental Health Conversations**

Use a simple “1–10” check-in question during meetings: *How’s your mental fitness today? Heart check at top of meetings.*

## **9. Share Stories from Leadership**

Encourage leaders to speak vulnerably about stress, struggle, and what helps them. Storytelling breaks stigma faster than policy.

## **10. Measure and Evolve**

Track engagement, EAP usage, training numbers, and retention. Share wins and lessons learned. Keep improving the system like any other safety program.

# PEER GROUP / MEETING OPENING QUESTIONS

## **Level 1 — Easy Icebreakers**

What's your superpower (big or small)?

What's a song you love – and why?

What season do you love most – and why?

What's a small thing that made you smile recently?

What's a purchase under \$100 that improved your life?

What's your perfect day look like?

What's something you're grateful for right now?

What's something you're proud of – and why?

What good habit has stuck for you?

What's an embarrassing story you can laugh about now?

## **Level 2 — Getting to Know the Person**

What's an accomplishment you rarely talk about?

Who's a hero (or quiet mentor) in your life – and why?

What's a defining moment that shaped you (positive or hard)?

What has someone taught you that really stuck?

If your life were a book, what's the title of this chapter? What are you learning?

What values guide your decisions day-to-day?

What have you changed your mind about recently?

What's draining your energy – and what's fueling it?

How can you create more space in your life?

What's within your control that you might try?

Public you vs. private you – what's one difference?

# PEER GROUP / MEETING OPENING QUESTIONS

## **Level 3 — Leadership, Growth, and Meaning**

How do the best leaders make you FEEL? How can you make others feel more of that?  
How have you grown in the last 12 months – personally, professionally, or perspective-wise?  
What failure taught you something important – and what did you learn?  
What conversation would help you move forward – even if the outcome isn't perfect?  
Do you know the “game” you’re playing right now? Do you want the prizes?  
Which pulls you more – ambition or contentment? How do you balance them?  
Which exerts more pull on your choices: money, power, recognition, or comfort?  
Where are you trying to control outcomes most? What would loosening your grip look like?  
If someone observed your month, what would they say your priorities are – does that match what you want?  
What’s one boundary you need but haven’t voiced yet?

## **Level 4 — Deep & Vulnerable (opt-in)**

Who carried you at a crucial time in your life?  
What story about yourself might be holding you back?  
In what ways might you be complicit in creating conditions you don't want?  
What are your top three stressors – and which parts are (and aren't) in your control?  
What's one thing you've let go of that no longer serves you? What will you replace it with?  
What's the kindest thing anyone has done for you – and the kindest you've done for someone?  
If you knew you had 10 great years left, what would you change first?  
When I'm struggling, I tend to behave like \_\_\_\_\_. The best way to help me is \_\_\_\_\_.  
When you're gone, what do you hope your loved ones know – without a doubt?  
What have you been thinking about, but not talking about?

# MENTAL HEALTH **EMPLOYEE RESOURCE GROUP** CONSIDERATIONS

## **1. Define purpose and goals.**

Clarify the mission — why the group exists and what outcomes it aims to create (e.g., awareness, connection, early intervention, policy input).

## **2. Establish structure and leadership.**

Form a small, committed core team with clear roles, authority, and support. Allocate **paid time, budget, and resources** — this cannot be a volunteer “extra.” If time isn’t available, hire or designate someone whose job includes it.

## **3. Create a safe and trusted environment.**

Build psychological safety through confidentiality, empathy, and consistency. Make participation voluntary and judgment-free.

## **4. Develop a year-round engagement plan.**

Host regular discussions, peer groups, and events.

Include **expert-led workshops** and **peer-led storytelling sessions** that make mental health visible and relatable. Aim to have monthly initiatives, communications, and events.

## **5. Map and integrate existing resources.**

Connect with what already exists — EAP programs, union resources, local civic partners, fire/police departments, and community mental health orgs. Collaborate rather than recreate.

# MENTAL HEALTH **EMPLOYEE RESOURCE GROUP** CONSIDERATIONS

## **6. Partner with HR and leadership.**

ERG efforts need visible sponsorship and alignment with company leadership. Culture change can't rest on a small group — it must be reinforced from the top.

## **7. Communicate impact and value.**

Share stories of connection, growth, and support across the organization. Frame this work as performance-enhancing, culture-strengthening, and retention-driving — not “extra.”

## **8. Measure and adjust.**

Set realistic success metrics (participation, event frequency, engagement feedback). Start small, learn, and build on what works.

## **9. Tailor to your people and culture.**

Base priorities on data — safety reports, absenteeism, EAP utilization, or repeating challenges. Let real patterns guide your approach.

## **10. Provide training and ongoing learning.**

Train leaders and ambassadors in mental health first aid, active listening, and crisis response. Create pathways for continued education.

# EMPLOYEE / MEMBER ASSISTANCE PROGRAMS (EAP / MAP)

## Does your EAP / MAP check all the boxes?



Around 5%

The average utilization rate for Employee Assistance Programs (EAPs) in construction companies is around 5% <sup>1 2 3</sup>. These programs are often low-cost add-ons to other benefit programs and may not be specifically tailored to employees' needs <sup>1 3</sup>.

### Common Issues with EAP / MAP programs.

- 1. Not built into the culture:** Major barriers to access exist for employees, from a lack of awareness of what support is available to them to persistent stigma and discrimination towards staff who experience mental health challenges.
- 2. Solutions aren't fit for purpose:** Many EAPs still take a one-size-fits-all approach that focuses only on crisis support for late-stage mental ill health, rather than offer preventative, early intervention strategies across all aspects of health, wellbeing and safety.
- 3. Poor past experiences:** With concerns around quality of care, worries about privacy and confidentiality and delays in receiving care in the past, many employees avoid engaging with traditional EAPs altogether.

# EMPLOYEE / MEMBER ASSISTANCE PROGRAMS (EAP / MAP)

## Calls to EAP / MAP Programs

Intake calls / Contacts



90%



Mental Health

50%



Family Matters



Substance Misuse

# EMPLOYEE / MEMBER ASSISTANCE PROGRAMS (EAP / MAP)

## Does your program offer work/life services?

### **Legal Consultation:**

This program assists Members and their family members who are dealing with legal issues in finding resources and giving referrals to qualified legal professionals who can best meet their individual needs.

### **Financial Services Consultation:**

This program assists Members and their family members in finding resources to assist with budgeting, debt management, bankruptcy prevention, credit issues, and other similar financial issues.

### **Childcare and Eldercare Consultation and Referral:**

This program assists Members in finding local resources that can help them address issues of childcare and supporting elderly parents or relatives.

# EMPLOYEE / MEMBER ASSISTANCE PROGRAMS (EAP / MAP)



## *ABOUT ME*

# Idea For Teams & Organizations

- The most important things to me in life are \_\_\_\_\_
- What I'm good at and really enjoy doing in my spare time is \_\_\_\_\_
- What I'm good at and really enjoy doing at work is \_\_\_\_\_
- What I would appreciate from my leader is \_\_\_\_\_
- The way I prefer to work best is \_\_\_\_\_
- The best way to give me feedback is \_\_\_\_\_
- Some of the things I'm working on getting better at are \_\_\_\_\_
- When I'm stressed or overwhelmed, I might act \_\_\_\_\_
- The best way to check on me to make sure I'm okay is \_\_\_\_\_



WHAT CAN WE DO – INTERPERSONALLY?

# AS LEADERS

*How are we connecting with those we lead  
and those we serve?*

## ***GROUP EXERCISE***

# **INTERPERSONAL LEADERSHIP**

- **At your desk – write for 3 minutes in silence:**

- **List ALL the things that the BEST Leaders DO**

- **Share your list with your group**



# GROUP CHAT

## *MENTI-METER*

*How do the best leaders make you FEEL?*

# *TAKING CARE OF THE MAIN CABIN*

# Clarity

- **People Are Struggling**
  - Fear / Ambiguity – Negative
- **Establish shared Values – what's important?**
  - Preparation, Communication, Fun
  - LIVE and TALK about them constantly
- **Standards / Goals – No Pop Quiz**
  - 1:1s – Heart / Home / Biz
  - How am I Measured – How am I Doing?
  - Timing on Deliverables
- **Rhythm / Meetings**
  - Leader / Teammate Interactions
  - Things I can do better – ASK THEM



# *TAKING CARE OF THE MAIN CABIN* Growth

- **Mindset – Growth vs. Fixed (Beginner's Mind)**
- **Leaders Create Leaders (Empower)**
  - Challenges
  - Learning
- **Development / Mentorship**
  - “Most of Leadership is caught, not taught”
  - Mentorship & Coaching – best athletes need coaching – do you?
  - Opportunities to grow – pre-combat
- **Additional Byproducts**
  - Self-respect, Excitement, Retention, Recruiting
  - Attitude, Personality, Brand, Results



# *TAKING CARE OF THE MAIN CABIN*

# Trust

- **They Don't Care That You Know...**
  - Be There – Leadership and Love are spelled: T-I-M-E
  - Presence – Deal w/your own bag first
- **How Do You Speak / Listen?**
  - Be Interested – NOT interesting
  - Personal & Practical Needs
  - Compassion & Candor
- **Stomp out Fear**
  - Fear Exist?
  - You or Within Org
- **Love For > Fear Of**



# GROUP CHAT

## *MENTI-METER*

*What will YOU implement from your discussions today?*

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*MENTAL HEALTH*

*LEADERSHIP  
DEVELOPMENT*

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