



EXCELLENCE
CANADA

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Inclusive Leadership Toolkit

WELLNESS DESIGNED FOR YOU

Supporting employee wellbeing through inclusive, respectful leadership.



Your Role as a Leader in Wellness

Leaders help create a safe, supportive, and accessible workplace for wellbeing and use this guide for practical ways to support employees.

🌟 As a leader, your role includes:

- Creating psychological safety – Building an environment where employees feel comfortable sharing concerns without fear of judgment.
- Using inclusive language – Communicating in ways that respect diversity and make all employees feel welcomed.
- Supporting flexible participation – Recognizing employees have different schedules, job demands, cultures, abilities, and comfort levels.
- Guiding employees to resources – Helping team members find the right supports through wellness hub, employee and family assistance program, or mental health resources.



Inclusive leadership basics

✿ What Is Psychological Safety?

Psychological safety is defined as the belief that one will not be punished or humiliated for speaking up with ideas, questions, concerns, or mistakes, and that the team is a safe environment for interpersonal risk-taking. This definition was first articulated by Dr. Amy Edmondson (Harvard Business School) in the early 1990s to describe an environment where members feel respected and acknowledged for speaking up about issues in the workspace without being reprimanded, labeled, or punished.

✿ Key Components

- Inclusion safety – Offering respect for all individuals
- Learner safety – Building feedback culture where employees can make mistakes
- Contributor safety – Empowering employees to use their skills
- Challenger safety – Supporting employees to question and improve



Practical Manager Actions

Managers support a strong start by clearly communicating the launch, encouraging Week 1 resources, keeping participation flexible, and checking in briefly.

✿ Before Launch

- Communicate clearly – Share what CHWM is and when it starts
- Review resources – Familiarize yourself with welcome kit and wellness hub
- Set expectations – Clarify participation is voluntary

✿ During Week 1

- Encourage Week 1 resources – Remind employees to review kit and complete self-assessment
- Model small actions – Take a proper break or check in with a colleague
- Keep it flexible – Allow employees to participate at their own pace



Conversation Prompts

☀ Opening the Conversation

- "What's been on your mind lately?"
- "How have you been feeling at work recently?"
- "I've noticed lately that... do you want to talk about it?"

☀ Exploring Support Needs

- "Help me understand what's been going on."
- "What can I do as a manager to support you?"
- "What helps you feel well and supported at work?"

☀ Closing and Follow-Up

- "I'm here for you if you need to talk."
- "Let's check back in with each other next week."
- "Thank you for sharing, how may I support you?"



Support Tips and Quick Reference

Conversation Best Practices

DO	DON'T
Have conversations in private	Talk about wellness in public
Listen without judgment	Interrupt with unsolicited advice
Use open-ended questions	Use "you" statements that feel judging
Follow up respectfully	Push for information they don't want to share

Quick Reference: Where to Guide Employees

If an employee needs...	Guide them to...
General wellness resources	Workplace wellness hub, and resources
Mental health support	EFAP, mental health resources
Immediate crisis help	9-1-1

Resources

For more information and support, please contact the organizations listed below.

Excellence Canada

<https://excellence.ca/>

Mental Health Commission of Canada

<https://mentalhealthcommission.ca/>

Canadian Mental Health Association

<https://cmha.ca/>

Canadian Centre for Occupational Health and Safety

<https://www.ccohs.ca/>

Centre for Addiction and Mental Health

<https://www.camh.ca/>

