

Construction Leadership Skills for Managing Stress During the COVID-19 Pandemic

October 2020

Welcome: Chris Trahan Cain, Executive Director,
CPWR — The Center for Construction Research and Training



Moderator: G. Scott Earnest, Ph.D., P.E., C.S.P., Associate Director for Construction,
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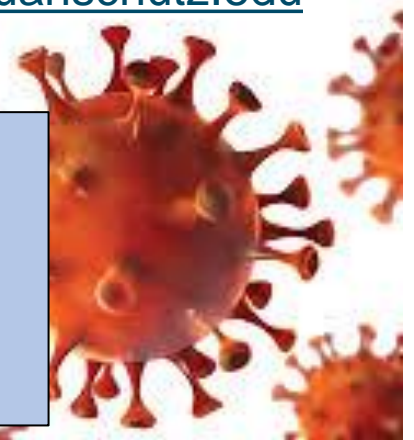
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CPWR-NIOSH COVID-19 Webinar Series

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Center for Health, Work & Environment at the Colorado School of Public Health

Our Mission:

To advance worker health, safety, and well-being.

Our Vision:

We envision a world in which every worker has a safe, healthy workplace.


Acknowledgments:

20IPA2014112 Intergovernmental
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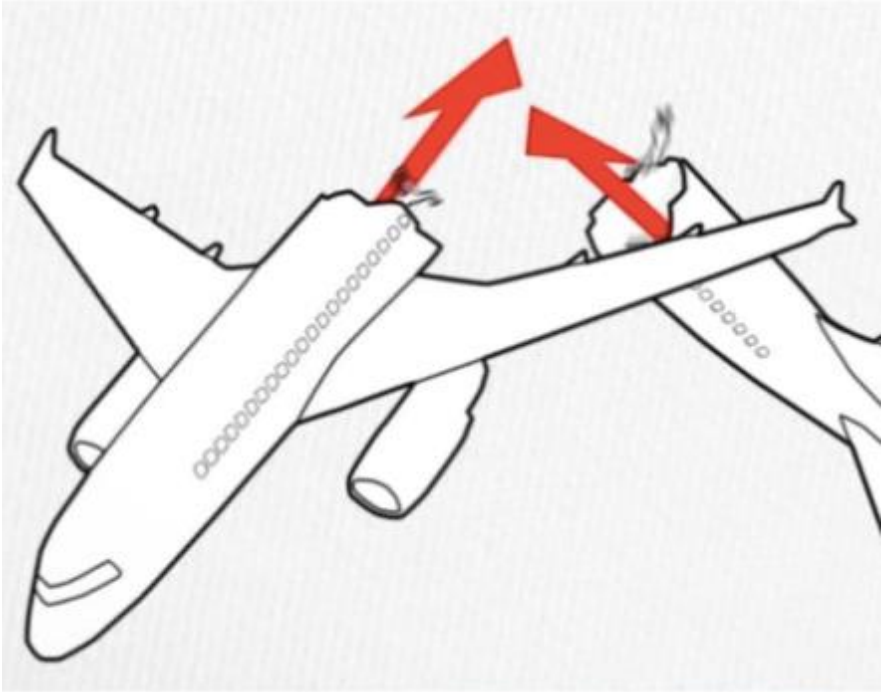
The content of this presentation and the opinions expressed are those of the speakers and do not necessarily represent the views of DHHS, CDC, or the National Institute for Occupational Safety and Health.

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- A world map with a dark blue background. Red circles of varying sizes are scattered across the map, representing the global impact of COVID-19. The circles are most prominent in North America, Europe, and Asia. The map includes labels for continents (NORTH AMERICA, SOUTH AMERICA, AFRICA, EUROPE, ASIA) and oceans (North Atlantic, South Atlantic, Indian Ocean).
- **What COVID-19 means for construction leaders' personal health and effectiveness**
 - **Skills that effective leaders can use to manage stress related to COVID-19**
 - **Resources to identify and help workers experiencing stress and mental health challenges**

Construction Industry Concerns

- Identify the sources of stress and the factors that aggravate mental health conditions during the COVID-19 pandemic
- How to identify mental health challenges
- How to take action

Leadership Paradigm



The Well-being Bank



Deposits to the bank

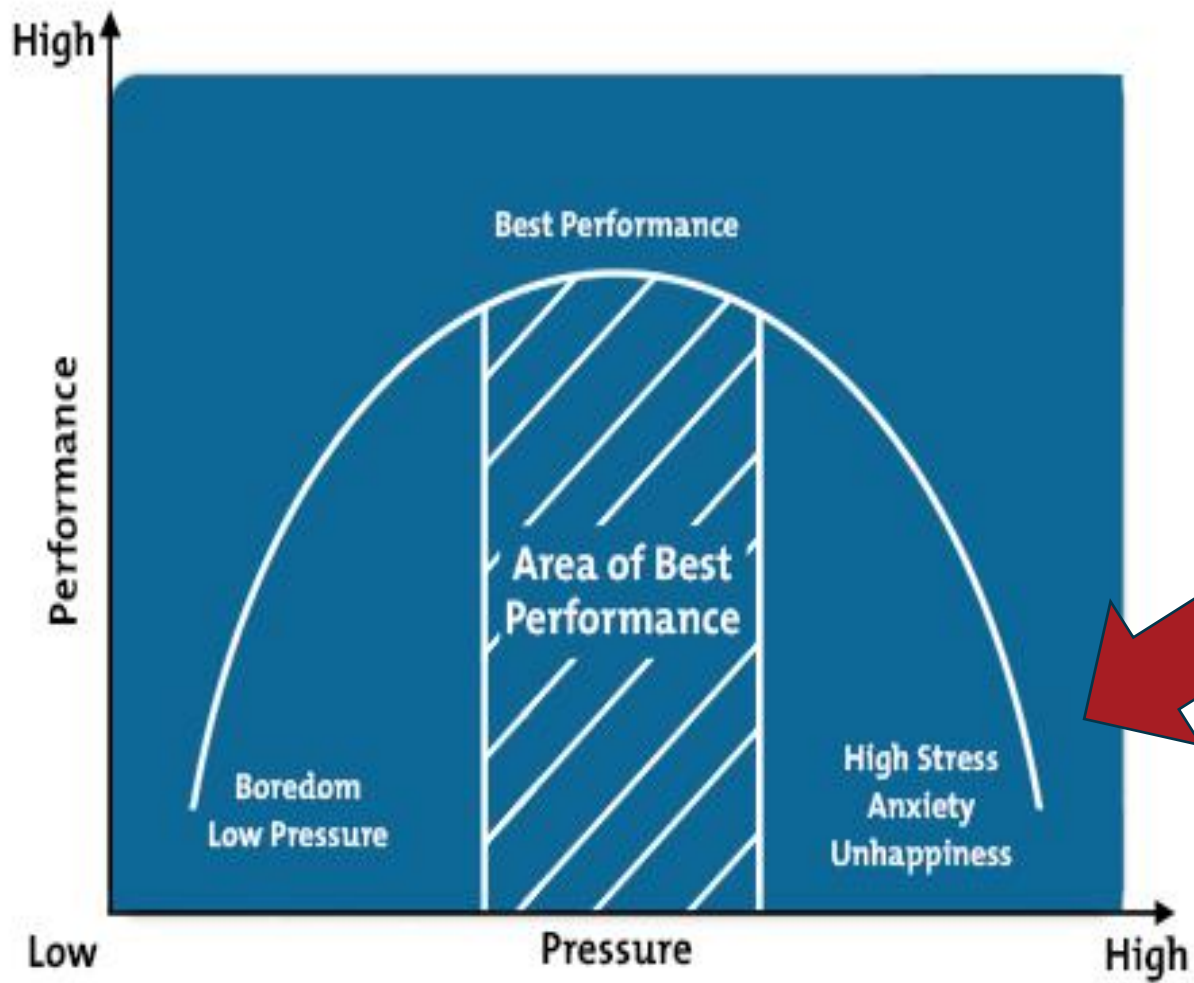




Borrow, Debt & Bankruptcy



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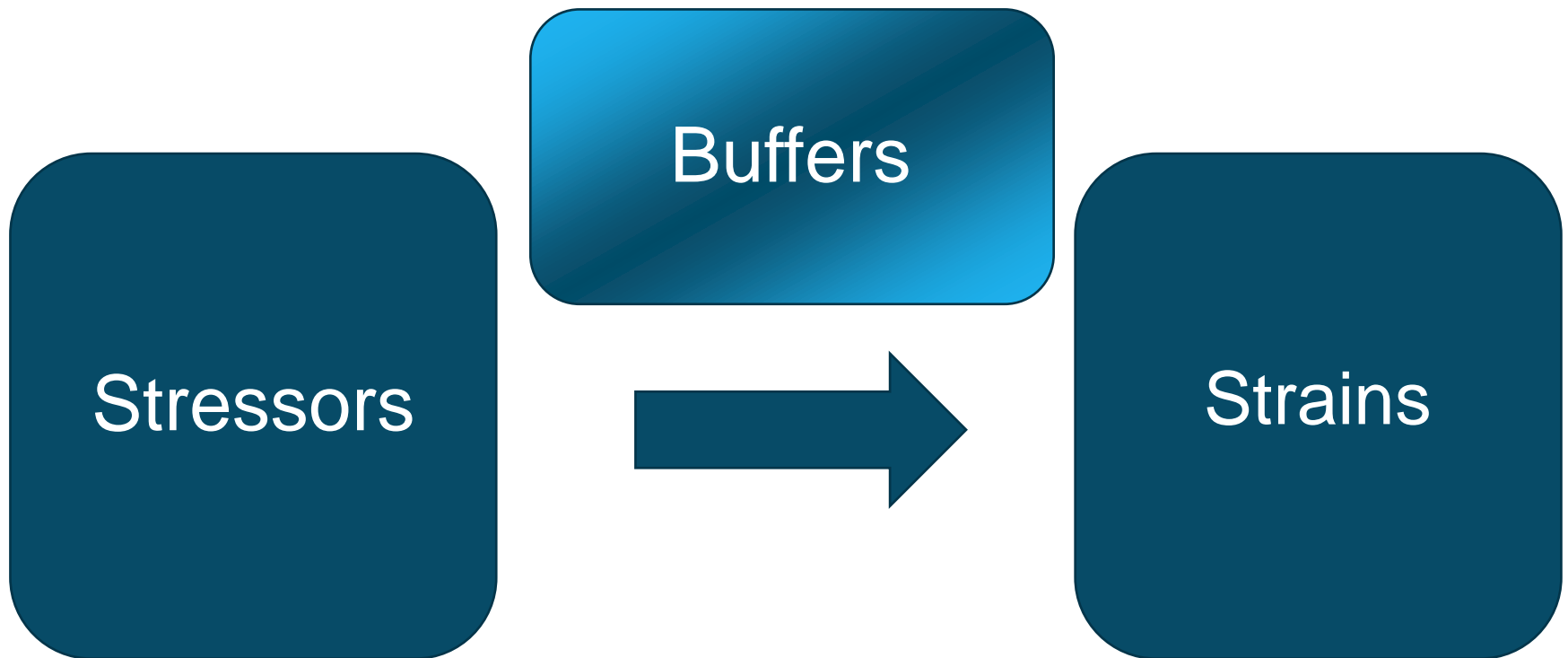


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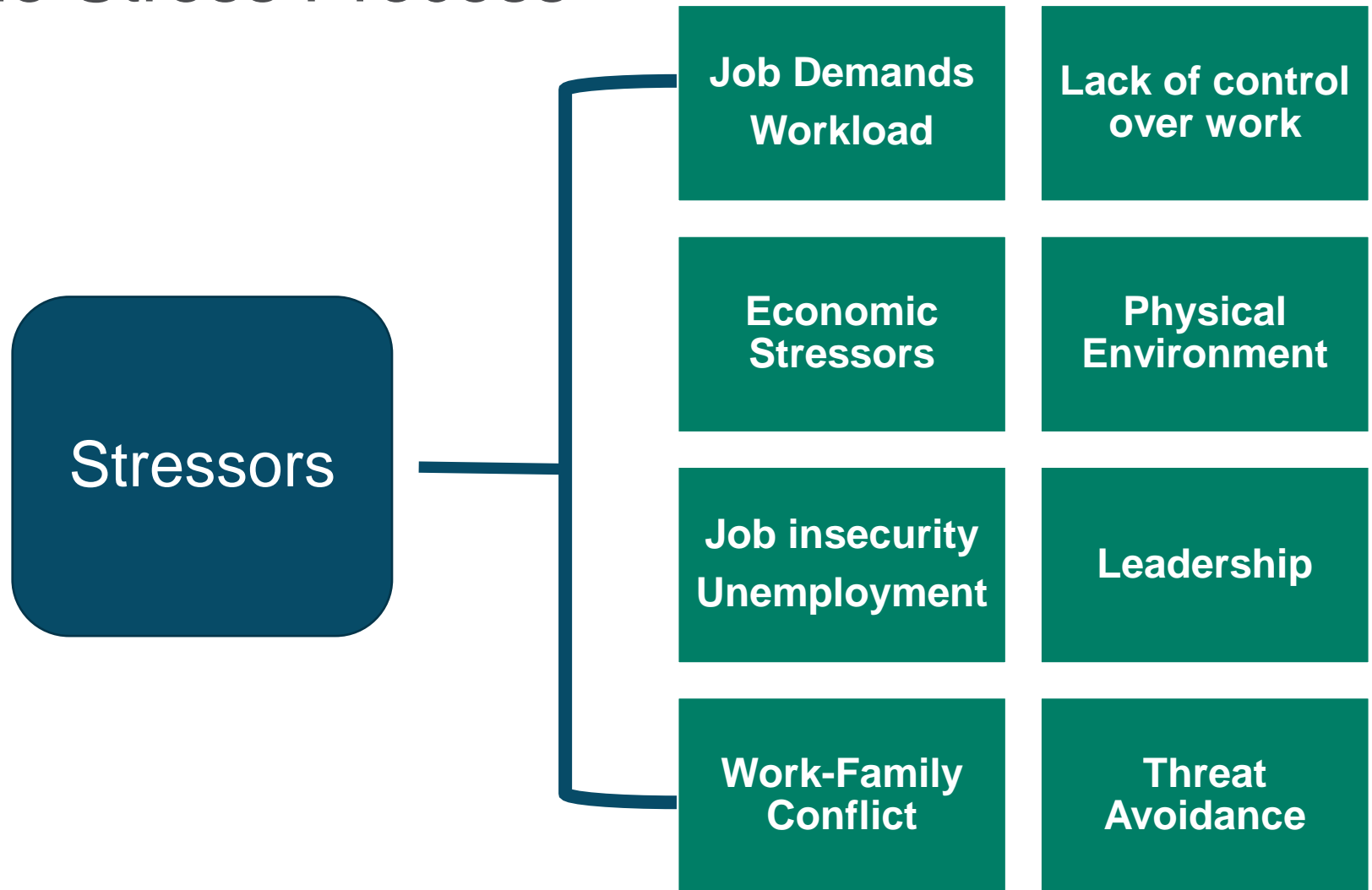
colorado school of
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UNIVERSITY OF NORTHERN COLORADO

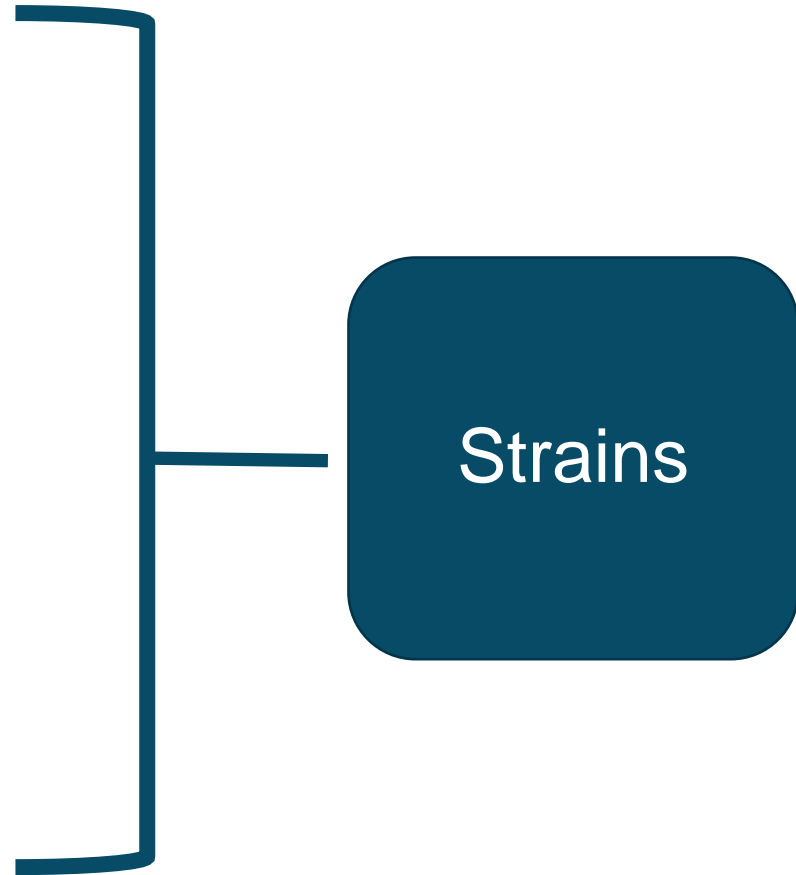
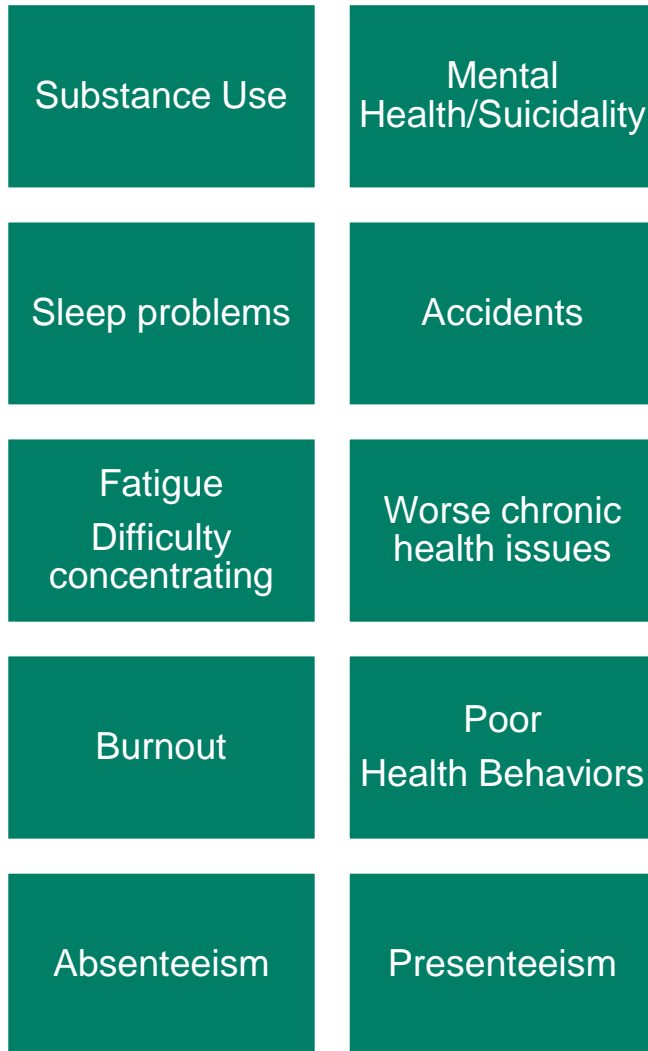
The Stress Process



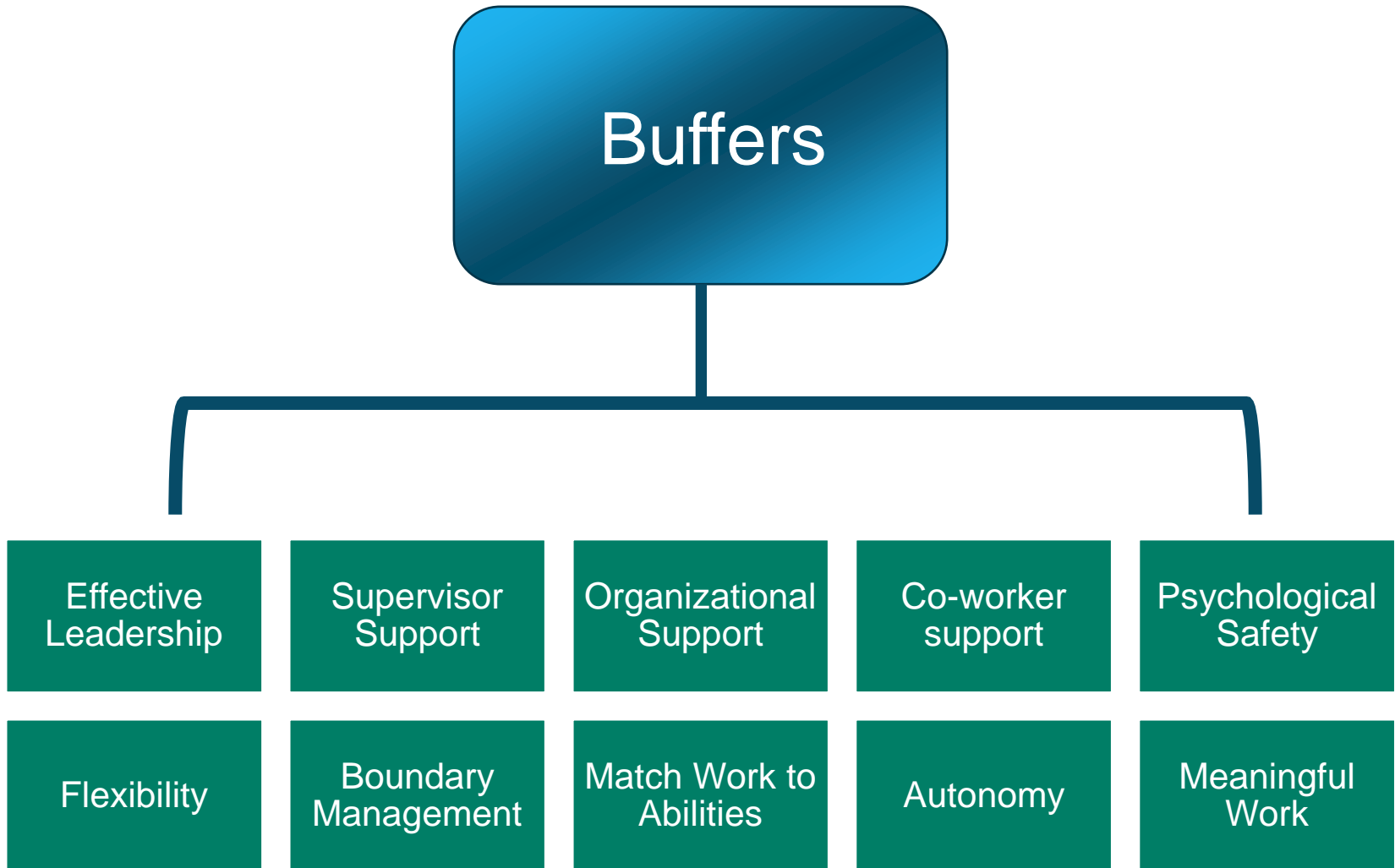
The Stress Process



The Stress Process



The Stress Process



How Can You Reduce Your Stress?



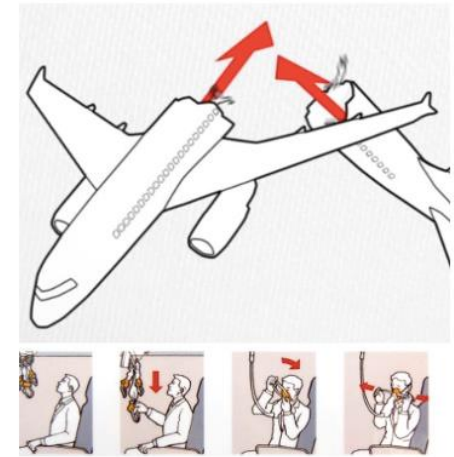
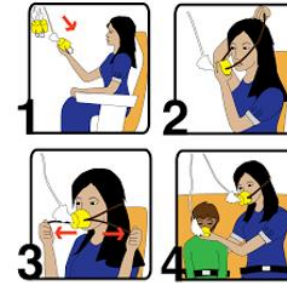
OSHA: <https://www.osha.gov/construction>

Connecting Stress, Sleep & Work-Life Outcomes



Now that you've put your own mask on first...

Leadership Paradigm



Use leadership skills to help crew members manage stress during COVID-19

1. Stress due to COVID-19 job site protocols
2. All other stressors

Applying what we know about safety leadership to stressors experienced during COVID-19



Foundations for **S**afety **L**eadership

13

5 **LEADER**ship Skills

- L**eads by example
- E**ngages and empowers team members
- A**ctively listens and practices three-way communication
- D**Evelops team members through teaching, coaching, & feedback
- R**ecognizes team members for a job well done

<https://www.cpwr.com/research/training-and-awareness-programs-from-research/foundations-for-safety-leadership/>

Applying what we know about safety leadership to stressors experienced during COVID-19



- Jobsite leadership of COVID protocols is just as important as actual protocols
- Engaging crews in COVID-19 protocols and implementation will drive safety performance and support their health

<https://www.cpwr.com/research/training-and-awareness-programs-from-research/foundations-for-safety-leadership/>

Applying leadership skills to help crews manage stress related to COVID-19 protocols on the job site

- Follow protocols with a positive attitude
- Empower crews to report symptoms of stress
- Engage crew in COVID-19 protocol development
- Actively listen to crew COVID-19 concerns
- Give feedback to employees on their use of COVID-19 protocols
- Recognize crews for following COVID-19 safety protocol



OSHA: <https://www.osha.gov/SLTC/covid-19/construction.html>

Using these skills to identify employees who are experiencing *stress*

Be present and attuned to changes in crew members



Changes in physical appearance

Tired, no energy, complaints, weight gain/loss, poor dress, nervous movements



Changes in mood

Irritable, anxious, more emotional reactions, anger, overwhelmed



Changes in behavior

Withdrawn, no enjoyment, distracted, avoid social situations, not performing to usual standard



Changes in expression

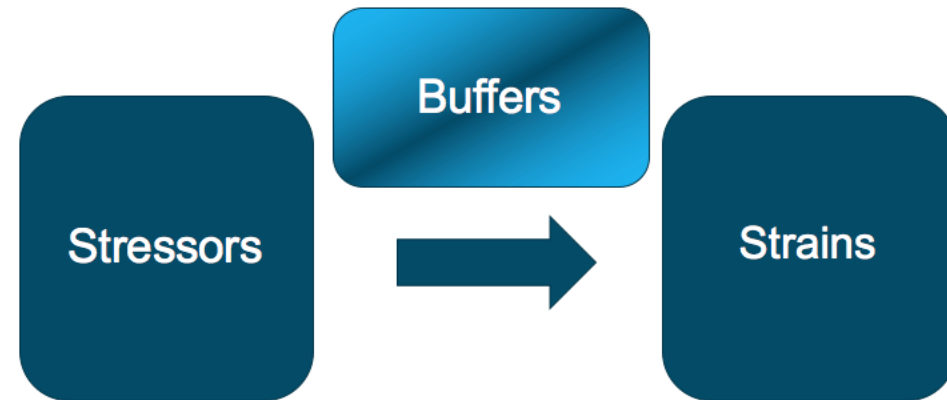
Interpreting situations negatively, personalizing situations, confused/irrational speech, believing everything is terrible

EY We care guide:

https://www.healthlinkscertified.org/uploads/files/2018_08_14_18_24_46_1807-2828805_We%20Care%20guide_external_04139-181US_FINAL.pdf

Using these skills to identify and help employees who are experiencing *stress*

- Engage team members frequently to discuss stressors and ways to buffer their effects
 - Discuss stressors using active listening skills
 - Have empathy and acknowledge stressors
 - Strategize resources
 - Empower to take action to manage stress



Additional mental health resources

CPWR-NIOSH COVID-19 Webinar Series: Mental Health During the COVID-19 Pandemic

Thursday, August 27th, 2020

Welcome: Chris Trahan Cain, CIH, Executive Director, CPWR

Moderator: G. Scott Earnest, Ph.D., P.E., C.S.P., Associate Director for Construction, Office of Construction Safety and Health, NIOSH

Panelists:

Douglas Wiegand, PhD, Behavioral Scientist, Division of Field Studies & Engineering, NIOSH

Ann Marie Dale, PhD, OTR/L, Professor, Washington University School of Medicine

Randall Krocka, Administrator, Sheet Metal Occupational Health Institute Trust

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https://www.youtube.com/watch?v=E6PEZH6gbRA&feature=youtu.be&ab_channel=CPWR%E2%80%93TheCenterforConstructionResearchandTraining



HANDOUTS, PLANNING TOOLS & TRAINING PROGRAMS

[Home](#) > [Research](#) > [Research to Practice \(r2p\)](#) > [r2p Library](#) > [Handouts, Planning Tools & Training Programs](#) > [Mental Health & Addiction](#)

Mental Health & Addiction

Mental health issues – in particular opioid addiction and suicide – are impacting construction workers at alarming rates. Rates of both opioid use and suicides have risen dramatically throughout the US over the past several years, and studies have shown that these are areas of particular concern for the construction industry.^{[1], [2]}

[Click here](#) to find information and resources about **opioid deaths, prevention, and pain management alternatives**.

[Click here](#) to find resources to help organizations and individuals understand **suicide prevention**, start a conversation, and play a role in supporting friends, co-workers and family members. **If you or someone you know needs immediate help, please use the lifeline information on the right-hand side of this page.**

CPWR also has a Toolbox Talk on workplace stress available in English and Spanish:

[Workplace Stress](#)

[Estrés en el Trabajo](#)

← RESEARCH

[Research Projects](#) +

[Data Center](#) +

[Research to Practice \(r2p\)](#) +

[Training and Awareness Programs from Research](#) +

[Management Resources from Research](#) +

<https://www.cpwr.com/research/research-to-practice-r2p/r2p-library/other-resources-for-stakeholders/mental-health-addiction/>

Preventing Suicides

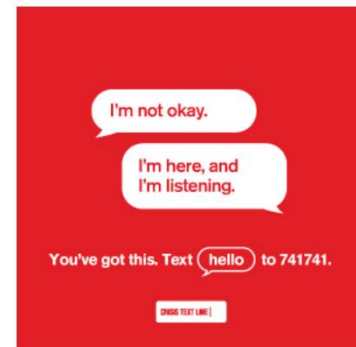
Get help now.

If you're having trouble coping with work-related stress, talk with someone who can help.

- Call 1-800-273-8255
- Para español 1-888-628-9454
- Online chat suicidepreventionlifeline.org/chat



If you're in crisis, there are options available to [help you cope](#). You can also call the National Suicide Prevention Lifeline at any time to speak with someone and get support. For confidential support available 24/7 for everyone in the United States, call 1-800-273-8255.



Suicide Prevention

- OSHA resources

- <https://www.osha.gov/preventingsuicides/>

- American Society of Safety Professionals

- <https://www.assp.org/news-and-articles/2019/03/11/suicide-in-the-construction-industry-breaking-the-stigma-and-silence>

- Center for Health, Work and Environment -
Suicide Prevention Training

- <http://learn.chwe.ucdenver.edu/diweb/catalog/item/id/2939031/q/q=suicide&c=61>

Up-coming virtual leadership training for the construction industry

Total Worker Health® Leadership Training

Learn how to build a safe, healthy, and productive work culture.

Center for
Health,
Work &
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colorado school of public health



Enroll

bit.ly/TWH_Leadership102

November 12, 2020 | 11:30am–1:00pm MT

Join experts from the Center for Health, Work & Environment for a virtual interactive learning experience in Total Worker Health (TWH) Leadership.

In this training, we will help you:

- ▶ Assess your current leadership strategy
- ▶ Build a framework for evaluating TWH in your organization
- ▶ Set industry-specific goals with action steps to enhance a work culture of TWH

The cost of this training (\$75) includes access to our online, one-hour [Total Worker Health Leadership 101](#) course (a \$45 value), which is required prior to the in-person workshop.

After completing 101 & 102, you are eligible to receive:
2.5 SHRM, CHES continuing education (CE) credits
2.5 CIH, CSP contact hour certificates

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To Recap

- Understand the importance of leaders “putting their own mask on first”
- Use leadership skills to help crews manage stress due to COVID-19
- Identify and help workers experiencing workplace stress and mental health concerns



Thank you!

**Thank you to all who helped
develop the content discussed in
this presentation**

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