



EDITORIAL

THE FRAGMENTED SELF: A RISING CONCERN

A complex interplay of extrinsic factors of the organization workplace and the intrinsic factors of the individual lead to the development of mental health problems. The issue is not simple at all as it is made out to be at times, when a young employee collapses on the job table, or jumps off the 13th floor from the bathroom. The media doles out simplistic analysis and the aim is to peg the blame and scapegoat somebody or the organization. Nevertheless, it is equally true that many sectors known as high stress jobs show high levels of anxiety, depression, lifestyle disorders and growing incidences of divorces among the employees.



The extrinsic factors of the organization could be multiple, such as, toxic culture, poor leadership, workload pressure, discrimination, unhealthy physical environment, team dynamics, job insecurity, poor compensation, unfair policies, technological changes/adaptations, and so on.

The intrinsic factors of the individual are covert and hence more complex to understand. Personality traits such as, introversion/extroversion, emotional reactivity, neuroticism, low confidence, low self-esteem, poor self-efficacy, low motivation, perfectionism, workaholism, overambition, greed, narcissism, ego-centric, Machiavellianism, and poor physical health play a significant role in causing mental health problems.

Lots can be said about the lack of awareness and hence provision of wellness programs and mental health support within the organizations. Recognizing and addressing these factors can help promote mental wellbeing of the individual.

Another critical dimension that is a growing concern among psychologists is the **development of unholy traits and unhealthy personalities due to the promotion of lopsided work theories.**

Mihaly Csikszentmihalyi in his book *'The Evolving Self: A Psychology of the Third Millennium'*, (1993) says that **'there are two opposing tendencies in evolution: integration**, which brings changes that lead towards harmony; **and entropy** which leads towards exploiting other organisms, thereby causing conflict and disorder.'

Abraham Maslow, a famous American psychologist propounded **'Maslow's Hierarchy of Needs'** (1943, 1954) - a motivational theory and placed the need for self-actualization as the highest need in his pyramid. It refers to the realization of the person's potential, self-fulfillment, and personal growth. This was taught in institutions across the world, which helped propel the growth of economic development and civilization. **However, the quest for self-actualization is known to have major limitations. The western world has been under the influence of this concept and has pushed it to nearly obsessive levels.** Although Abraham Maslow (1970, 1987) expanded his five-point need hierarchy theory to include two more points, the last one being 'transcendence needs'. The need for transcendence means a person is

motivated by values that transcend beyond the self, and connects to the higher reality, purpose, such as altruism, service to others, spiritual connection, belonging to the universe. This need got ignored by most because it implied an optional need and not a necessity!

In the process of individuation and self-actualization it has cared less for finer human values. **It has cared less for social and psychological harmony. That is the reason why we see so many creative geniuses with lopsided personalities, fragmented within, conflicted within, with egocentric, eccentric traits, maybe destructive and evil too.** They may have social disdain and have no connection with people and society. **'This has become a serious concern for positive psychology', says Mihaly.** 'Today's society is obsessed with creative genius but that has led to an imbalance because social and psychological harmony has been neglected. They may not necessarily be good human beings. They have gained in the process of individuation but have lost out in humanity. That is a heavy price to pay.'

Knowing the dangers of individuation, Indian thinkers of ancient times evolved a cogent thought called Vedanta, the essence of the wisdom embodied in the Vedas. They gave to the world a whole range of thought and action which is explained by the four goals or achievements of human life, also called the **Purusharthas** –Dharma, Artha, Kama and Moksha. **Artha** is the fulfillment of your-self, your potential, your job, your work, your status, your wealth that you earn. **Kama** is the pleasures that you seek in whatever form. These two tenets Artha and Kama cover the entire theory of Maslow's need hierarchy including self-actualization. But Vedanta goes beyond that to mention **Dharma** and **Moksha** which leads to **Self-Realization**.

Dharma is a code of ethical and moral living. It does not discount the material attainment but it codifies the manner and method of attainment of Artha and Kama on moral and ethical foundations. It is the first principle to follow before you do any action in personal, work or social life.

If self-actualization is the highest human need, self-realization is the highest human destination. If self-actualization is the search for perfection within, self-realization is the search for already existing divinity/goodness within. If you follow these two principles, you will live a wholesome life that brings success and happiness in all the areas of your life, personal, professional and social life.

"Happiness is balance, order, rhythm and harmony."

**-Rita Aggarwal,
Editor**

Editorial team

- Rita Aggarwal : Editor
- Aabha Pimprikar : Co-Editor
- Sripriya Shaji : Co-Editor
- Varnika Pisolkar : Reviewer

AI: A DISRUPTIVE TECHNOLOGY AND IMPACT ON MENTAL HEALTH

AI as a disruptive technology is reshaping industries, driving innovation, and creating new opportunities while also challenging traditional business models and societal norms. It's a force that is multifaceted which accelerates change, but it requires careful consideration of the broader implications that follow.

AI-powered apps can provide mental health resources and support, making therapy and self-help tools more accessible. AI can analyze user data to tailor recommendations, improving treatment outcomes by providing customized strategies. Wearable devices and apps can track mood and behavior, helping identify issues early and prompting timely intervention. Online platforms can offer anonymous support, encouraging people to seek help without the fear of judgment. AI's effect on **mental health** is profound. While AI can enhance mental health care, it's crucial to balance technology use with human interaction and professional guidance. Ongoing research and ethical considerations will be essential to harness AI's benefits while mitigating its risks.

The impact of AI on jobs and its subsequent effects on mental health is a complex issue. AI can automate repetitive tasks, leading to **job losses** in certain sectors, which can cause anxiety and uncertainty among workers. Conversely, AI can create new roles that require different skills, potentially leading to job growth in tech and AI-related fields. This would require massive reskilling of the workforce, which could become very stressful.

Effects on Mental Health: The fear of automation and job loss can lead to stress, anxiety, and depression among workers. AI can facilitate remote work and flexible schedules, which might improve work-life balance, but it can also blur boundaries of expectations and monitoring, leading to burnout, as was observed in the post-COVID-19 work environment. As job requirements change, individuals may feel overwhelmed by the need to continuously upskill, leading to feelings of inadequacy or fear of obsolescence. This can be rightly worded as **skill gap anxiety**. Remote work and reliance on AI for communication can decrease face-to-face interactions, contributing to loneliness and reduced support networks at the workplace.

Effects on Jobs for Women: Many women work in sectors that are more susceptible to automation (e.g., administrative roles, retail), job displacement can lead to increased financial instability and anxiety. The fear of job loss due to automation can heighten stress and anxiety, particularly in industries where women are over-represented. If AI systems are trained on biased data where there is a skewed gender representation, they may perpetuate gender inequalities in hiring and promotions, further affecting women's job prospects. The increased flexibility of remote work can be a double-edged sword; while it can help manage family obligations, it may also lead to an "always-on" mentality, increasing stress and potential burnout. Remote work may limit opportunities for networking and support at the workplace subsequently reducing the sense of belongingness which is an important part of Maslow's hierarchy of Needs without which the psychological, physiological, and psychosocial well-being of an individual may be compromised.

AI and crimes against women: AI-powered deepfake technology has made it increasingly easy to create realistic, fake videos or images of women, often for non-consensual pornographic content. These deepfakes can have devastating effects, leading to harassment, blackmail, or reputational damage, and even social ostracising in extreme cases. Victims often experience anxiety, depression, fear, and a

profound sense of violation, as they have little control over the spread or use of these fake images.

AI tools can be used to automate stalking and non-consensual observation, enabling perpetrators to track victims' online activities, hack personal data, or impersonate them. Automated harassment bots can send threatening messages on social media or use algorithms to find and exploit private information. This kind of surveillance can be a tool for domestic abusers or stalkers. Persistent harassment can cause psychological distress, leading to anxiety, insomnia, depression, and feelings of helplessness or paranoia. The constant fear of being watched or tracked can lead to chronic stress and a feeling of being unsafe. AI algorithms on social media platforms can amplify abusive or discriminatory content. Being subjected to mass online abuse can lead to withdrawal from online spaces and long-term psychological trauma.

How do we mitigate the negative effects of AI on mental health?

Reskilling and Upskilling programs can be undertaken by Organizations to help employees, especially women, adapt to new roles. Organizations can provide targeted training programs for people and employees to help them transition into tech-related relevant roles, addressing the skills gap. **Mental Health Support** in the form of counseling services and wellness programs, which may be taken up by the Human Resources department in organizations is regularly needed to address mental health concerns. Encouraging **flexible work policies** can help employees manage stress and maintain a healthy balance. **Promoting Inclusive AI** practices can help ensure that women are not disproportionately affected by automation in hiring and job retention.

Stronger Regulation and Preventive policies by the government and tech companies should be enforced, in addition to laws and policies to prevent the misuse of AI for harassment and abuse. It is a true game changer, but it is our collective responsibility to mitigate the massive impact of AI on mental health.

-Dr. Preeti Voditel

Head, Computer Science and Engineering and Emerging Technologies, Ramdeobaba University, Nagpur

F-actual: 1

2021 – WHO (World Health Organisation) and ILO (International Labour Organization) Study

*51.4% Indians work for 49 hours or more per week - the world's second highest. India's weekly average working hours (46.7%) - 13th highest among 170 countries.

2022 - Microsoft Survey

*The top five aspects of work employees feel that an employer should provide: positive culture (46%), mental health/wellbeing benefits (42%), a sense of purpose/meaning (40%), flexible work hours (38%), and more than the standard two weeks of paid vacation time each year (36%).

*18% of people left their jobs in 2021. The top reasons: are personal wellbeing or mental health (24%), work-life balance (24%), lack of flexible work hours or location (21%).

*48% left their job because of mental health issues or lack of work-life balance; 21% said flexibility in work hours or locations was an issue.

*53% (55% parents and 56% women) want to prioritize their health and wellbeing over work.

2022 - Gallup Survey

*24% workers agree that their organizations care about their wellbeing.

*54% remote workers and 38% hybrid workers don't want to return to the office.

2023 - McKinsey Survey

*60% Indians reported burnout symptoms, highest amongst the 30 countries covered in the survey.

-Dr. Aabha Pimprikar
Co-Editor

WORK STRESSES OF A TEACHER

Let's take a closer look at the work pressure of school teachers, the architects of education. The amount of psychological stress that any teacher goes through during an academic year is one of the least entertained issues in media and practice due to unknown reasons.

A teacher, apart from the lesson plan preparations, teaching, student observation, and assessments that encompass **the primary duty is involved in a multitude of non-teaching works.** This could be tasks such as enormous record keeping, floor duty, traffic duty, event coordination, discipline incharge, and many others in education institute settings.

A study by Vincy Davis (2019) on teachers of municipal and government schools of Delhi says "Teachers felt that more time was being spent on these non-teaching activities and record keeping which cut into their time in class, and negatively affected their self-identity and morale. They felt negative emotions of guilt for not being able to give students their undivided attention." Also, routine school management tasks like daily attendance, adjusting timetables, overseeing student dispersals, managing school assemblies, and communicating with parents, dump enormous stress on teachers' mental health. **The same study expressed an alarming 40% dissatisfied teachers.** Dissatisfaction also seemed to stem from poor payments received by teachers. **Additionally, a study conducted in Andhra Pradesh in 188 secondary schools suggested that 'losing more teachers in an academic year' was a rising concern.**

Teachers are often made to work in demanding work environments that test their limits and strain their dedication. A study by Ehrison de Sousa et al (2018) in Goa, pointed out that school teachers developed voice disorders. School arrangements like large classrooms, background noises, chalk dust, and an increased number of hours taught played a major role in the development of such disorders. Additionally, continuous hours of classes pose a strain on their feet leading to serious medical difficulties like varicose veins, joint pain, and others.

The New educational policy (NEP) tries to revolutionize education by implementing new strategies so that children learn happily and develop positive self-esteem. Teachers are continuously trained, updated, and audited to ensure progress. However, **the happiness and contentment of teachers are not yet prioritized anywhere.** I recall one of my own experiences at a teacher's day event:, when the senior secondary students handled the teacher's role for half a day, later during the feedback session, when asked how many of them would take up this job in the future only one raised their hand!

While keeping children's learning and health positive during their school life it's mandatory to consider a teacher's physical and mental health as well. Only then can we inspire more people to come to this wonderful profession and ensure that the profession that creates all other professions is kept intact, well functioning, and a safe space for everyone involved.

-K.Adithyan

Teacher, CBSE school, Kozhikode, Kerala



PC: www.elmhurst.edu/blog

STRESS IN PSYCHIATRIC SETTINGS

Being a working professional in a psychiatric setting has its unique contributions to one's perceived mental wellness, which also reflects in their work performance and other roles that balance work with life. A longitudinal view of this can be studied and observed by looking at what factors predispose, precipitate, perpetuate and/or protect the mental health of a psychiatrist.

It is common for emotionally sensitive, patient, kind individuals who have the ability to give an unbiased listening ear, provide a helping hand, cultivate empathic attitude, and provide non-judgmental space – to opt for professions aligned with mental health. While these qualities are extremely desirable for a good psychiatrist, psychologist, or a counsellor, they expose the person to a wide range of intense emotions which could be difficult to process and let go. It could take conscious effort and practice for such people to protect their own mental health when dealing with difficult human experiences. Hence, despite being very desirable strengths that enhance a person's skillset to be a mental health professional, these qualities could predispose sensitive individuals to perceive work stress from patients, their caregivers and even interpersonally from their colleagues or staff, in the long run.

Psychiatry involves interacting with SMI (severe mental illnesses) and addressing symptoms with the use of medication, over counselling and intervention therapy. It potentially involves seeing acutely agitated, violent, psychotic, or delirious patients with high-risk quotients for harm to self or others – on a regular basis. Such experiences may evoke fear or distress as a natural human response in the initial years of training and practice. The expressed emotions of agitated or critical family members could be more difficult to handle than the patients' symptoms. Angry parents, spouses or in laws, or bereaved children, siblings or caretakers could require the psychiatrist to display resilience, patience, balanced composure, and courtesy in their attitude when communicating. **Being able to provide adequate and timely support to such individuals while safeguarding our own emotional reactions could be a challenge for the psychiatrist.**

Not addressing one's own mental health and fitness outside of working hours could further cause accumulation of stress symptoms in mental health professionals. Being able to make time for themselves to facilitate self-enhancement and emotional or mental protection is vital for their refreshment, rejuvenation, and maintenance of work performance. Given poor doctor-patient ratio and long working hours, this often becomes difficult for them, especially if they are also handling home chores and responsibilities such as child-rearing or supporting ailing parents.

In such a scenario, identifying protective factors for mental wellness in psychiatrists and working on universal preventive approaches seems to be the most logical solution. It is recommended that they have a balance of work with other life roles, enjoy recreational activities on weekends, resort to therapy for themselves, engage in meditation or yoga practices, and take professional help from senior colleagues when required.

-Dr Bhakti Murkey

Associate Professor in Psychiatry, Udaipur



PC: ace.edu/blog

OPTIMIZING WORKPLACE MENTAL HEALTH THROUGH COGNITIVE NEUROSCIENCE

Shyam is a multi-talented professional working for a high-tech firm, earning a six-digit salary per month. Known for his problem-solving skills and ability to juggle multiple projects, he excels on paper. However, despite his success, Shyam often feels mentally exhausted, with his performance dipping and job satisfaction dwindling due to cognitive overload and unchecked workplace stress.

Shyam's experience is not unique. In today's fast-paced, competitive work environments, many professionals like him are burdened by the increasing cognitive demands of modern workplaces. Rapid technological advances have heightened expectations to process vast amounts of information, multitask, and make quick decisions, all while being closely monitored, all of which leading to stress and burnout. As a result, productivity is reduced, and absenteeism increases. Organizations now have gradually started to realize the need for a more holistic approach to employee well-being, and this is where cognitive neuroscience can transform organizational strategies.

Cognitive neuroscience explores how brain function affects behavior, thoughts, and emotions. It provides insights into how stress, information overload, and fatigue impair cognitive functions like memory, decision-making, and attention. Nutritional neuroscience emphasizes the role of diet in brain health. Deficiencies in omega-3 fatty acids, B-vitamins, and antioxidants contribute to cognitive decline and poor mental health. This highlights the importance of integrating nutrition into workplace wellness programs.

Addressing these challenges requires a shift in mental health management. **Cognitive Load Theory (CLT)**, introduced by John Sweller in 1988, offers valuable insights. CLT suggests that our working memory can only hold a limited amount of information. Overloading it, common in fast-paced work environments, diminishes information assimilation, learning, productivity, and well-being. Understanding this limitation helps organizations design workflows that reduce mental strain.

Practical Solutions for Workplace Mental Health:

- 1. Mindfulness Practices:** Offer short daily meditation sessions to help employees manage stress and stay focused.
- 2. Regular Breaks:** Encourage employees to take small breaks throughout the day to recharge their minds.
- 3. Flexible fixed Hours:** Stop using 24/7 technological connections to access official work for your employees and allow flexible working hours to reduce stress and improve work-life balance.
- 4. Healthy Food Options:** Provide facilities for nutritious snacks like fruits, nuts, and foods rich in omega-3s to support brain health.
- 5. Promote Teamwork:** Organise team-building activities to strengthen connections and reduce feelings of isolation.
- 6. Creative breaks:** Creative studios for art works, music, and puzzles, during break hours might help them get a quick refresher, rather than having a smoking zone or relaxing in mobile games.

By integrating cognitive neuroscience in their operations and workplace functioning, organizations can create a healthier, more productive workforce, allowing professionals like Shyam to thrive. Combining neuroscience with the strategies discussed above and healthy nutrition will build resilience and promote mental well-being in at the workplace.

-Dr. Sripriya Shaji Ph.D
Counselling Psychologist & Nutritionist,
Kozhikode

HEARTFULNESS AT WORKPLACE

Heartfulness is a 100-year-old tradition that continues evolving, integrating scientific inquiry and time-honored contemplative practices. It is a set of meditative practices that can help us gain fresh perspective and greater clarity. **Heartfulness Practices** offer a straightforward and effective solution to many of the challenges we face in today's complex world. Some of us need to destress, others need to detox. Some to connect with our hearts, others to feel peace. Still others are looking for Self-Realization or oneness with the Ultimate. Whatever the reason, people are increasingly experiencing the need to meditate.

Stress at the workplace is a common issue these days that arises from various factors. High workloads, tight deadlines, conflicts with colleagues or higher officials, along with lack of work-life balance affect the mental, emotional, and physical health and well-being in addition to job performance.

'Heartfulness at Workplace' is a program aimed at creating individual wellness and inner transformation. Practitioners learn to achieve a natural state of focus and balance, build inner strength, and develop habits that create a lasting sense of fulfillment and overall well-being. This translates into productive and motivated employees, who in-turn, promote efficiency, effectiveness, and organizational excellence. It helps individuals achieve more focus and commitment, emotional resilience with reduced symptoms of stress, anxiety, and burnout, increased capacity for wise choices and empathetic leadership, and a happier, healthier work environment.

Heartfulness helps us to step from the external world of constant engagement to the inner world of silence and stillness. It helps us to find the reset button to feel that change within and to emerge from our attempts at meditation feeling refreshed and deeply connected with ourselves.

The four core practices of Heartfulness are – Relaxation, Meditation, Cleansing, and Inner Connection. The guides of Heartfulness have researched this for over a century, distilling the essence of the ancient practices of Yoga and creating a simple set of practices for modern life. The result of these practices is a joyful, balanced, peaceful living i.e. living from the heart, guided by the heart, and with a sense of purpose.

Heartfulness is a free resource available to everyone, even online. Certified trainers guide you to experience the subtle energy of Transmission, which awakens a deeper level of inner experience, authenticity, compassion, and awareness. Heartfulness practices develop well-being, contentment, calmness, compassion, courage, and clarity within oneself. With this awakened potential, together we can create a world with its foundations in respect, peace, and unity.

-Dr. Vaibhav Agarwal
M.D (Med), Care Hospital.
Heartfulness Practitioner, Nagpur



Scan the QR to access
all the issues of
Mind Matters

 mindmatterseditor@gmail.com

THE DRAMA TRIANGLE IN THE WORKPLACE

The Drama Triangle is often referred to when people get stuck in different roles as per the situations in social interactions. The three different roles where people get into conflict are called: the victim, the prosecutor, and the rescuer.

The Victim- feels helpless, powerless, blaming oneself - "Poor me"

The Prosecutor- blames and criticizes others - "It's all your fault".

The Rescuer- tries to save the day all the time for everyone - "Let me help you".

In the workplace, drama triangles represent unhealthy interpersonal dynamics, and it is often visible in leadership. It can have an unhealthy effect on team collaboration and growth. In the team, people tend to switch roles from victim to prosecutor to rescuer, as part of the job and as reflections of personal identity. By understanding this, one can spot the patterns, resolve conflicts, and work towards empowering teams that have a balance of different individuals in different roles.

The drama triangle in the workplace originates from unmet emotional needs, lack of assertiveness, and poor communication skills. In leadership, it manifests as toxic behaviors such as blame, avoidance of responsibility, lack of accountability, and micromanagement. If leaders constantly get stuck into the role of the rescuer, taking responsibility for a team, it can lead to burnout or frustration. Leaders can also fall into the role of victim, feeling burdened or powerless by challenges; prosecutor; blaming the team, and people.

The drama triangle directly impacts productivity in the workplace, team dynamics. Conflicts in the workplaces are inevitable but one can escape the drama and transition to empowerment.

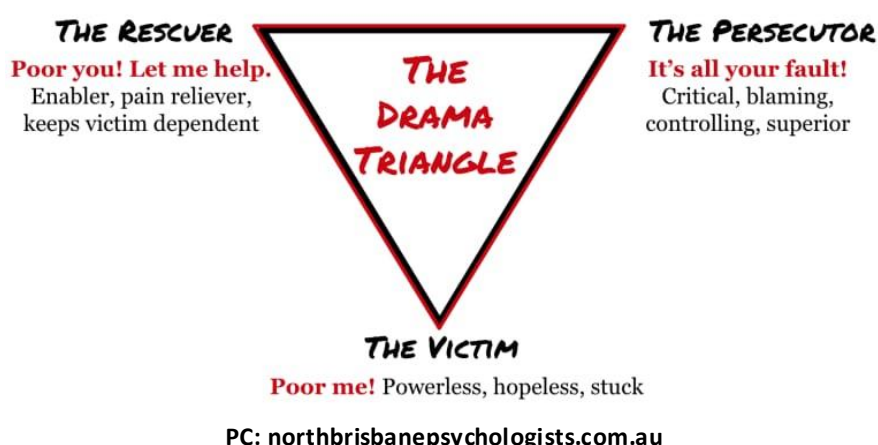
The three roles where conflict begins in the people as victim, prosecutor and rescuer but if the transformation takes place, then the **victim**, rather than feeling helpless and powerless, can become **creator**, focusing on vision, taking responsibility and asking for help.

The **prosecutor** rather than blaming and criticizing others becomes a **challenger** to others. Encourage learning, creating healthy pressure to create breakthroughs.

The **rescuer**, rather than taking responsibility for everybody and everything, becomes a **coach** who empowers others, creates healthy boundaries and communication.

By recognizing roles, causes and manifestations leaders can work on breaking the Drama Triangle's destructive influence and work towards a healthy environment.

-Mrinmayee Salaskar
Counseling Psychologist



THE 13TH FLOOR BATHROOM!

Freshly minted graduate, recently moved to a big city from a small city. We felt like we were living life. From making new friends to figuring out how to rent a flat, everything felt fun! "Adulting" as the phrase goes, felt like a breeze.

This all came crashing down one Monday with a shocking news - one of our co-workers had died of suicide. He had jumped out of a window of the bathroom in the office! The very bathroom we frequented during our working hours. This jarred us, we tried to find out why... we were told reasons... but we never understood why...

Mental health was just being recognized in our world. How to cope with a colleague's suicide? This is not something we were ready for! So what do we do?

Simple - Denial!

As Dan Brown has aptly defined this as one of the most enduring traits of humankind - Denial. The ability to not think of the problem at hand, the ability to force ourselves to move on. "It's happened to him but it will never happen to me, I'm strong!"; "Maybe he had some mental issues, I don't!"

After a few days of denial and mourning, we all moved on.

As time passed, work starts to take center stage. There's no work life balance anymore. Work IS life. The freshness of the city seems to fade off. The only thing that seems to pull you through is friends but they also get busy with their own projects.

It was during my most stressful project that I felt like not trying anymore. Earlier, which was one day of sadness, stretched to weeks of feeling miserable. I eventually did pull myself out of this, but it forced me to reflect on why this happened to the person who died of suicide - to me, when for weeks I didn't want to wake up and to the thousands of others who have struggled with their mental health during similar phase of life.

The biggest change I noticed or rather the biggest contributor to this was a loss of perspective.

When you live away from home, and are surrounded by people who are in the same struggle as you are, you think - "How is he able to deal with this so well, something must be wrong with me only".

Without your parents telling you that this is just a misstep, that work is just a part of your life, rather than the Work IS life moniker.

The ineptitude of the managers in handling mental health problems makes for a fragile culture of support.

How could the 13th floor bathroom incident be prevented?

-Sachchit Chaudhary
Co-Founder, Happy Eaters, Nagpur



PC: peoplesblog.co.in

POLITICS IN AN ORGANIZATION

“Politics” is a term that every citizen of this planet is familiar with. Elections and Selections have winners and losers. Understandably, losing is never easy and causes mental pressures; some take losing gracefully while a select few take it negatively and display behavior of opposition with the sole objective of bringing down the winner irrespective of the loss to the larger organization. This causes tremendous negative stress and mental pressures on the “winners” and causes severe distractions from performing one’s duties. Loss of focus, high blood pressure, and loss of sleep are typical signs and physical manifestations of such stresses because the combative parties are trying hard to guess the next move of the adversary to be prepared for it.

At the initial stages of an individual's career in an organization, authority levels are negligible. For the first few promotions, increments in salary and changes in titles happen, however, the change in power and authority is marginal. The **Junior Management** positions are by and large devoid of organizational politics, maybe a bit of bickering and backbiting, but I treat it as benign.

Progression into **Middle Management** leads the person to enter supervisory responsibilities and get the power and authority to make decisions that could impact the working careers of others in the organization. Entry to Middle Management positions marks the start of selective promotions, some make it and some don't. As one can draw a parallel with “elective” politics, promotions from Middle Management levels start getting ridden with “selective” politics. As one progresses further to enter **Senior Management** and **Top Management**, the pathway gets narrower and tighter as the number of positions reduces, and the pressure of squeezing through the funnel of competition gets higher and higher.

Generally, organizational politics gets very active, one can see some members purely focused on that. **Hence, it can be noticed that senior managers are very stressed, not only due to work pressures but also fighting off persons who are out to make others fail.** Cardiac issues and health issues due to high stress seem to have become common place. This becomes more active and gets more intense the higher the position in the organization is. There are cases where high-performance individuals lose their sense of loyalty to the organization and fixate on bringing their competitor(s) down, even at a loss to the organization. In the latter case, one does not try to win by merit, they try to bring their competitor down to take their upward step.

A major responsibility of managers is to keep an eye open to studying such politics and damaging mentalities that can cause damage to the mental peace and stability of their team members and distract them from the company's objectives and being focused toward them.

**-Prof. Rajeev Aggarwal
Adjunct Faculty, IIM, Nagpur**

F-actual: 2

Centre for Workplace Mental Health (American Psychiatric Association Foundation) states that excessive workplace stress causes a staggering 120,000 deaths and results in nearly \$190 billion in health care costs each year. This represents 5% to 8% of national health care spending, derived primarily from high demands at work (\$48 billion), lack of insurance (\$40 billion), and work-family conflict (\$24 billion).

**-Dr. Aabha Pimprikar
Co-Editor**

WELLNESS AT WORK: PROVEN PRACTICES

According to a poll conducted by The 7th Fold 2020 among 509 working individuals from various Indian sectors and metropolises, it was revealed that **36% of them were experiencing mental health problems** of some kind. The COVID-19 pandemic has made mental health issues worse, elevating them to a more significant and widespread problem. According to PwC's 2021 Employee Financial Wellness Survey, since the start of the COVID-19 epidemic, **63% of employees have been under stress** because of financial difficulty. **India rated first among 18 countries in a separate Deloitte research done during the second wave of the pandemic regarding anxiety.** According to these findings, workplace mental health needs immediate attention and administration.

After the recent death of a young employee working with a global organization hit the news, many organizations are seriously introspecting about how they are performing regarding the mental health of their organizations. A few have always been mindful about setting the priorities right when it comes to the mental wellness of employees.

Let us have a look at a few **organizational best practices** with respect to **management and upliftment of the mental well-being of their employees.**

Sharing stories is powerful, and **Barclays uses an Employee Stories program** to strengthen its community and make workers feel like they aren't alone in their mental health struggles. Through their **"This Is Me" campaign**, disclosure rates for mental health issues have increased — as has retention, with employees returning to Barclays after mental-health-related leaves of absence.

Employees at **Microsoft** also open up about their experiences with mental health. In an interview, **Microsoft's Sonja Kellen** stated, "We didn't ask, but it has happened that many of our leaders stepped up and started telling their own stories and struggles, or ones they've witnessed." **Through Microsoft Cares**, the company's mental health effort, provides training, support groups, and in-person, online, and telephone counseling to all workers.

Unilever approaches mental health from many angles. By providing managers with training on mental health concerns in the workplace and in-person mindfulness classes, Unilever has fostered a culture where workers feel comfortable seeking help when necessary and are not afraid to do so. The business also developed an app that gives workers access to emergency help and health information whenever needed. **Tim Munden, chief learning officer of Unilever, told HuffPost, "You need resilient, healthy employees if you want a high-performing company."** Employee well-being and happiness may be significantly impacted by an open, supportive atmosphere regarding mental health, and the best organizations actively provide services, tools, and resources to all employees so they can seek and receive the treatment they need. However, there is still a long way to go before the modern workplace meets the various demands of its workers.

**-Dr. Smita Singh (Dabholkar)
Associate Professor & OD Consultant
IMT, Nagpur**

Height Of Work Pressure

An employee opens his Tiffin Box on the road side to see, whether he is going to office or coming back from office.