



Before They **Burn Out**, Break Down, or **Get Hurt**— *A Leader's Guide to Mental Health & Psychological Safety*

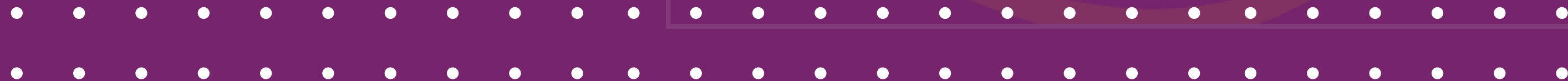
Leslee Montgomery

2026 Top Women in Safety,
2025 Excellence Awardee,
Mental Health Advocate,
Creator of the STRONG Method

Emerging Risks

A Practical Introduction to Psychological Safety for Leaders

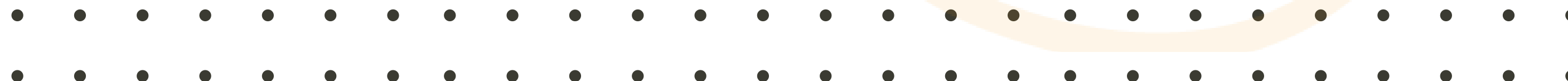
Founder of Awesomeness Leslee Montgomery - Humanology Partners



“

Understanding psychological safety is like trying to grasp and hold onto water.

Shannon Pearson



12 BILLION LOST WORK DAYS



\$1 TRILLION WORLDWIDE

80 - 90%

of occupational
incidents result from
behaviours.

[1] <https://www.mhrc.ca/workplace-mh-2025>

[2] <https://www.who.int/europe/news/item/28-09-2022-who-and-ilo-call-for-new-measures-to-tackle-mental-health-issues-at-work>

[3] <https://ascelibrary.org/doi/10.1061/%28ASCE%29CP.1943-5487.0000279>



BEHAVIOURS

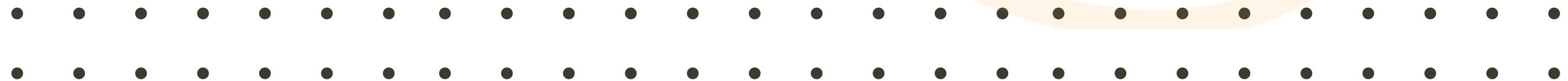
Are not the problem
they are a sign there is
a problem



Psychological Safety

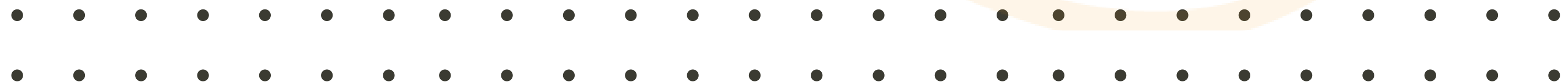
“Psychological safety is a belief that the context is safe for interpersonal risk-taking, that speaking up with ideas, questions, concerns, or mistakes will be welcomed and valued even when I’m wrong.”

Amy Edmondson



Mental Health

A state of mind characterized by emotional well-being, good behavioural adjustment, relative freedom from anxiety and disabling symptoms, and a capacity to establish constructive relationships and cope with the ordinary demands and stresses of life.

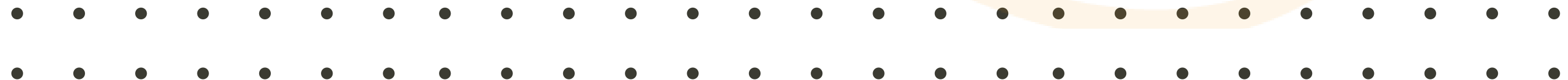


Psychological
Safety

How safe it feels

Psychosocial
Hazards

What creates harm



Why Psychological Safety Matters to Safety Leaders

Speaking
up

prevents incidents

Silence
hides

early warning signs

Fear
increases

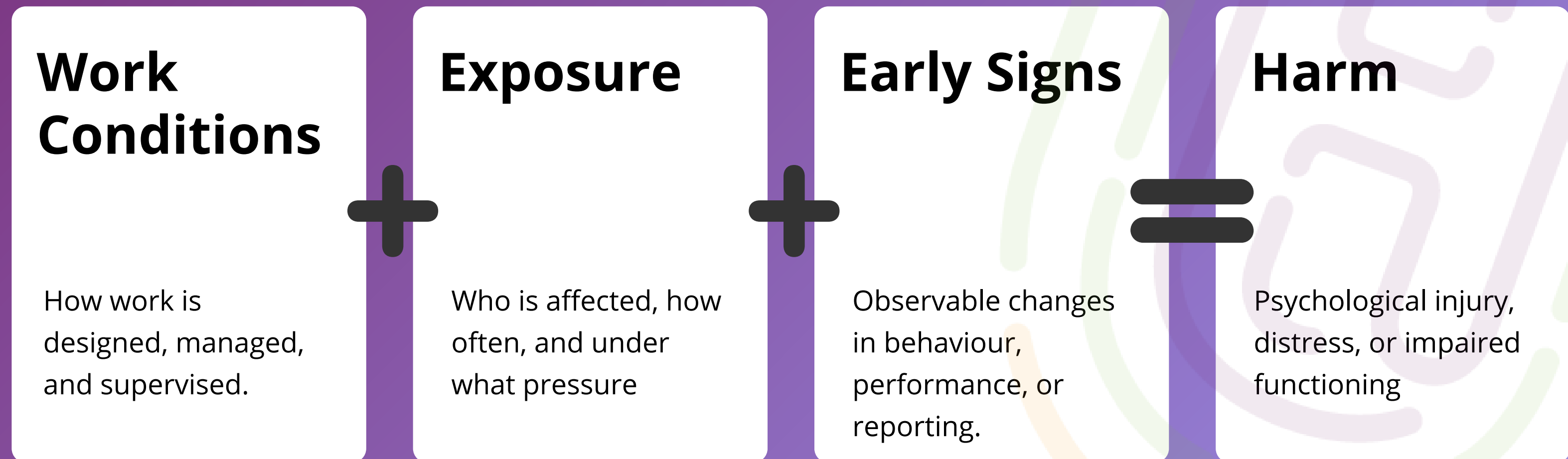
risk taking



Psychological Harm Is a Predictable Outcome of Work Design



Psychological Hazards Live in the Work, Not the Worker



Early Warning
Signs Safety
Leaders
Already See



Lagging

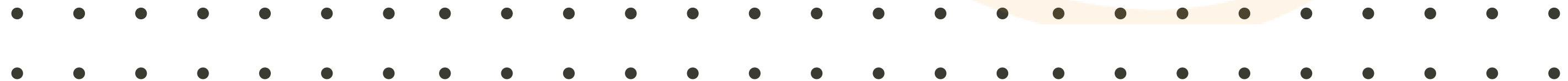
- **Physical Injuries**
- **Burnout & Turnover**
- **Turnover**

Get the attention

Leading

- **Behaviour change**
- **Silence**
- **Fatigue**

Prevent harm



ISO 45003-2021

Guidelines for the management of psychosocial risks

BS 30480:2025



BSI Standards Publication

**Suicide and the workplace – Intervention,
prevention and support for people
affected by suicide – Guide**

CAN/CSA-Z1003-13/BNQ 9700-803/2013
National Standard of Canada

Psychological health and safety in the workplace — Prevention, promotion, and guidance to staged implementation

Disponible en français

*Santé et sécurité psychologiques
en milieu de travail —
Prévention, promotion et lignes
directrices pour une mise en
œuvre par étapes*

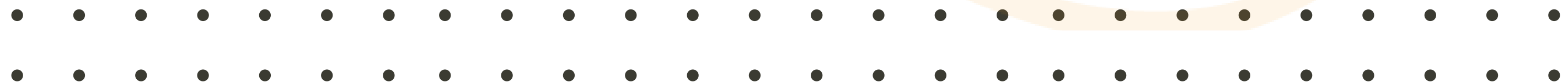


What the Standards expect

- **Identify hazards**
- **Assess risk**
- **Implement controls**
- **Monitor and review**

What we're focusing on

- **Identifying psychological hazards**
- **Spotting hotspots**
- **Seeing early warning signs**



You're a Bridge, Not a Therapist



Psychological Hazard Scan

Where is pressure
Who is exposed
What early warning



EXPOSED



Where is Pressure Built Into the Work

High workload / time pressure

Role ambiguity

Inconsistent supervision

Exposure to conflict or trauma



Who is Exposed and When?

Specific roles

New or transitioning workers

Supervisors caught in the middle

After incidents or high pressure periods



What Are the Early Warning Signs?

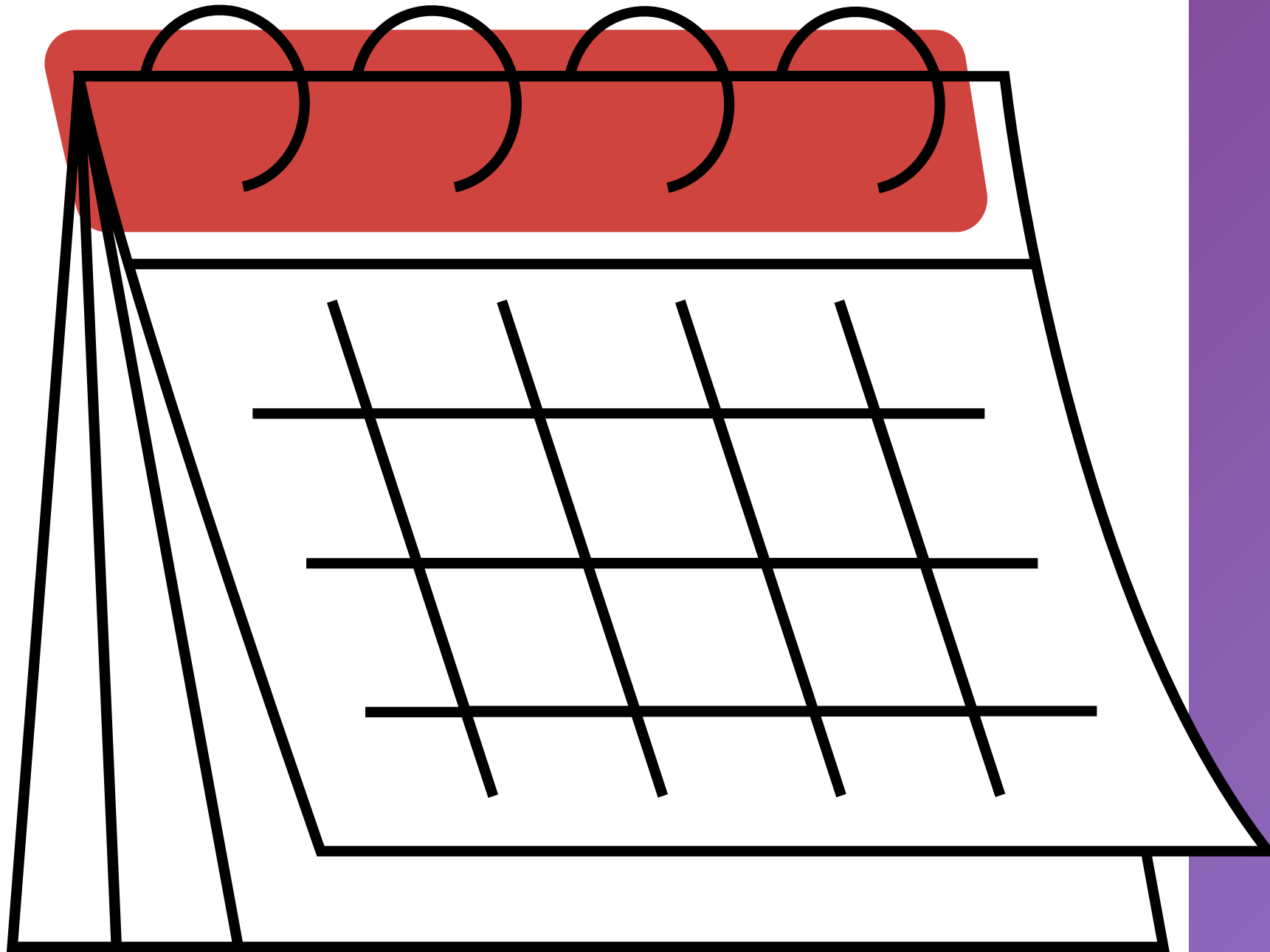
Withdrawal or silence

Increased conflict

Errors or near misses

Fatigue and irritability

Your 90-Day Psychological Hazard Scan



Choose one area or team

Identify 2-3 psychosocial hazards

Note exposure points

Observe early warning signs

Why This Matters

Psychological harm becomes a liability issue when it's predictable and ignored

Resources

CSA Z1003-13 <https://www.csagroup.org/article/can-csa-z1003-13-bnq-9700-803-2013-r2022-psychological-health-and-safety-in-the-workplace>

BS 30480 <https://www.bsigroup.com/en-GB/insights-and-media/insights/brochures/bs-30480-suicide-and-the-workplace/>

ISO 4003:2021 <https://www.csagroup.org/article/can-csa-z1003-13-bnq-9700-803-2013-r2022-psychological-health-and-safety-in-the-workplace>

<https://www.cdcfoundation.org/sites/default/files/files/Total%20Worker%20Health.pdf>

<https://www.hhs.gov/sites/default/files/workplace-mental-health-well-being.pdf>

<https://awcbc.org/knowledge-center/trends/lower-injury-rates-linked-to-workplaces-that-prioritize-employee-wellbeing>

HOW TO CONNECT



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Title: Psychological Safety & Mental Health

Start Date: 7/16/2026 End Date: 7/16/2026



Activity/Program ID: 743895
Credit Hours Awarded: 1.00
Credit Type: HR (General)



Activity/Program ID: 26-YN3EE
Credit Hours Awarded: 1.00
Credit Type: SHRM

*This program has been pre-approved for 1 HR (General) recertification credit hour toward aPHR®, aPHRi™, PHR®, PHRca®, SPHR®, GPHR®, PHRi™ and SPHRi™ recertification through HR Certification Institute® (HRCI®). Elwood Staffing is recognized by SHRM to offer Professional Development Credits (PDCs) for SHRM-CP® or SHRM-SCP® recertification activities.

