

### What is the definition of harm?

Based on the definition of psychological health and safety: “A psychologically healthy and safe workplace **prevents** harm to workers’ mental health and **promotes** mental well-being...” -CSA standard Z1003-13

In the context of the workplace, **harm** generally refers to any adverse effect on the health, safety, or well-being of individuals, as well as damage to property or the environment. This can include:

- **Injury:** Physical harm or damage to a person's body, such as cuts, fractures, or burns.
- **Health damage:** Adverse effects on a person's physical or mental health, including illnesses, stress, or psychological disorders.
- **Property damage:** Destruction or deterioration of workplace equipment, buildings, or other physical assets.
- **Environmental damage:** Negative impacts on the natural environment, such as pollution, habitat destruction, or resource depletion.

Preventing harm involves identifying potential hazards, assessing risks, and implementing appropriate control measures to protect workers, property, and the environment.

Be sure your workplace has clear expectations and aligns your health and safety policies that clearly define what is harmful.

### What can we do if a supervisor or manager is toxic?

Where possible, lead by example and have a direct conversation with that leader using the communication tools we covered: [Empathetic Leadership: Communication Framework - People Working Well](#).

You can also re-visit relevant policies including bullying and harassment, and your workplace values that outline expected behaviours. A code of conduct is a good way to set and bring attention to expectations in the workplace, reminding all employees that they are responsible for conducting themselves in a respectful, polite, and considerate manner, within the workplace and when representing the workplace during outside events.

Here is a helpful resource: [Bullying and Harassment Resource Tool Kit | go2HR](#)

[Here is a sample code of conduct.](#)

## How can a supervisor model vulnerability, and not be perceived as weak?

Vulnerability can help build a trusting and open workplace culture. This sentiment of being weak speaks to the stigma often associated when someone chooses to disclose any mental health challenges. It can help to share a high level of any struggles, for example, “I am overwhelmed this week, so I am reprioritizing my workload and making sure I take a break to recharge throughout the day.”

Honour whatever level of disclosure you as a supervisor are comfortable with and know that when you share struggles and what you are doing to support through it helps you lead by example.

## How can I develop my supervisor and manager skills when there is such limited time and competing demands?

Great question! Prevention is key. Time spent on training can help your workforce stay healthy, and ensure that you have the knowledge and skills needed to address workplace challenges if/when they happen. This will help to save time and effort in the long run, bottom line.

We have designed the People Working Well courses to be short modules with the full course taking 15-30 minutes.

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For more information contact one of our experts for advice specific to your workplace needs. All of our services are at no cost for employers in tourism and hospitality:

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