Leaders Go First Playbook

A Mental Health Storytelling Guide For Leaders at All Levels

Featuring stories from leaders like:



Andrew Miller Chief Operating Officer *Minnesota Vikings* Nichole Barnes Marshall Chief Diversity, Equity and Inclusion Officer *Pinterest* Andy Dunn Author, *Burn Rate* Cofounder and former CEO, *Bonobos*



Ariela Safira CEO & Founder *Real*

Introduction

Whether you're a senior executive, manager, or leader of an employee resource group, telling your mental health story is one of the most effective ways to normalize mental health at work and create a culture of safety and support. We spend a significant amount of time at work, which directly impacts our mental health—for better or worse—making the workplace an unmatched opportunity for intervention. When organizational leaders share their mental health stories, it communicates safety and permits workers to do the same.

This playbook is a part of <u>Mind Share Partners' Leaders Go First campaign</u> and is designed to guide leaders of all forms to effectively share their personal mental health story—what we call a "leader ally story." You'll learn best practices from our leader ally coaching—a core part of every client workshop we lead—where we help organizational leaders create a unique and empowering story around their mental health experiences. It's the first time we are sharing this content publicly!

This campaign also features a collection of videos from C-Suite leaders sharing their personal mental health stories. Its goal is to normalize mental health at work and spark narrative change to create a culture of safety and support that gives permission for all workers to do the same including using mental health resources and seeking support. Leader ally stories redefine the continued prejudice individuals may face at work, showing that you can professionally succeed and thrive while managing mental health challenges.



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Message from Mind Share Partners Founder & CEO

Before I became the Founder & CEO of Mind Share Partners, I had spent my academic and professional lives in high-performing, competitive environments. My mind was my most prized possession, so when my generalized anxiety disorder led to a bout of debilitating depression, I was terrified of my colleagues finding out and the potential professional repercussions. At that time, I wasn't aware of any peers or role models with a similar experience, which only increased my anxiety and diminished my hope of overcoming it. When I was forced to take a leave of absence from work, I honestly thought that my career was over.

Reflecting on those days, I wonder what my experience would have been if there had been a leader or role model who had shared their personal mental health experience early in my career. I imagine that I would have felt less alone and more hopeful that I could move through my challenges and still be successful.

From this experience, I decided to create a nonprofit, Mind Share Partners, that would have transformed my experience as someone navigating the workplace with a mental health condition. I wanted to change the prevailing narrative and prove to myself and others that you can be a successful professional and not only succeed, but also thrive while managing mental health challenges. My most significant decision around founding Mind Share Partners was whether I was comfortable sharing my own mental health story. I finally concluded, "If not me, then who?" While I was nervous about sharing my story, I was amazed at how many people emerged who were eager to share their own personal mental health stories in return. It continues to be quite humbling and underscores that there is strength in vulnerability. I've never looked back and continue to embrace and experience what it's like to be a genuinely authentic and vulnerable leader—the role model that I wish I'd had in my early career.

Thank you for downloading this guide and choosing to be a leader ally for your organization and beyond.

With gratitude,

Kolenwood

Kelly Greenwood (she/her) Founder & CEO Mind Share Partners



Special Note from the U.S. Surgeon General

Efforts like Mind Share Partners' Leaders Go First campaign are so important, because when workplaces step up, when their leaders step up in particular to share their personal mental health stories, it inspires openness and shifts the culture to one where we don't feel ashamed to seek help...

I'd like to share a specific exercise the Office of the Surgeon General uses to promote connection and community—we call it our "Humans of OSG" (Office of the Surgeon General) exercise. For 15 minutes during our weekly all-staff meeting, one team member will interview another. Sometimes, they ask questions about work, but more often, the topics are much broader and deeper about family, life, passions, aspirations, hobbies, and more. We learned so much about our team during these 15-minute sessions, and they build a sense of belonging and camaraderie.

As someone who has known loneliness and felt isolated in my own life at different times, I find this opportunity to foster deeper relationships and greater connection in the workplace incredibly important."



Vice Admiral Vivek H. Murthy, MD, MBA (he/him) U.S. Surgeon General Department of Health and Human Services



Watch Dr. Murthy's video

Part I

Leader Ally Storytelling:

The No-Cost Solution

to Reducing Stigma

What is a leader ally story?

A leader ally story is an authentic, vulnerable, and hopeful personal anecdote by a leader that redefines the narrative around how we talk about and approach workplace mental health. From academic leaders like Brené Brown,¹ celebrities like rapper and singer Megan Thee Stallion,² and athletes like tennis champion Naomi Osaka,³ we've increasingly borne witness to the power and inspiration of an authentic mental health story. And more and more, business leaders are doing the same.

Anyone—including leaders of all kinds—can tell their mental health story. In fact, leaders within our teams, organizations, and industries can be even more impactful. These stories can take many forms: they can be longer, compelling narratives delivered on stage, short mentions in smaller meetings with our team members, or delivered virtually across the organization. And every experience with mental health will be unique.

Whether from the distant past or something current, whether it's a diagnosed condition or a period of high stress and burnout; or whether it impacted work or not—all these are mental health stories, and all are critical to normalizing mental health as an experience we all share as human beings.

What are the benefits of leader ally storytelling for your organization?

In Mind Share Partners' <u>work with global</u> organizations, we've seen first-hand how leaders sharing their personal mental health stories catalyzes culture change more effectively than nearly any campaign or program could alone. In fact, studies show 88%¹ of employees appreciate when their company's leaders talk about their own mental health, yet one of the most commonly reported obstacles to workers prioritizing self-care is their leaders not promoting mental health at work.²

There are five key benefits to leaders telling their mental health stories:



Storytelling normalizes experiences of mental health at work. Workers look to their organization's leaders to understand the culture of their organization: what

success looks like, work norms and boundaries, and whether mental health is spoken about—or not. Leader storytelling actively signals to workers that experiencing mental health challenges is okay, it happens, and that you'll be supported when you do.



Storytelling can redefine narratives of success. Historical narratives of success and leadership have been so interwoven with unrealistic portrayals of flawless

perfection, unwavering confidence, and stoic selfassuredness. The absence of stories of successful and talented professionals actively navigating mental health challenges have left many to feel alone, hopeless, and deeply flawed in their experience when these challenges are just as-if not more-prevalent among CEOs³ and entrepreneurs.⁴



Storytelling can model support and healthy behaviors. Leading with vulnerability creates safety that encourages workers to feel more comfortable sharing their own challenges and

seeking support. Stories around the ways that leaders proactively take care of their own mental health in the present help model these behaviors as well.



Storytelling encourages empathy and shared understanding. Leaders can often feel distant from the everyday lived experience of their organization's people. Storytelling helps

humanize leaders, positions vulnerability as a strength versus a weakness, makes leaders' positive intentions more concrete, and fosters connection and commonality across the organization.



Storytelling improves the staying power

of other initiatives. When coupled with organization-wide awareness campaigns, mental health training, and other strategic

initiatives for worker wellbeing, leaders' stories help personalize these resources and initiatives to the organization's culture and clearly signal to workers that these initiatives are important.

1. "The State of Employee Mental Health in 2021," Headspace Health

2. "Mind Share Partners' 2021 Mental Health at Work Report in partnership with Qualtrics & ServiceNow," Mind Share Partners

3. "Mind Share Partners' 2019 Mental Health at Work Report in partnership with Qualtrics & ServiceNow," Mind Share Partners

4. Freeman, M. A., Staudenmaier, P. J., Zisser, M. R., & Andresen, L. A. (2019). The prevalence and co-occurrence of psychiatric conditions among entrepreneurs and their families. Small Business Economics, 53, 323-342.



Crafting Your

Leader Ally Story

Should I tell my story?

In most cases, there are tangible benefits to sharing your mental health story normalizing mental health, creating safety, and encouraging others to get support. That said, we have a few considerations as you reflect on this question:



Consider your role. The more senior you are, the more influence you have to create safety and ensure mental health remains a priority. While leaders may feel like they have the most to "lose," they also typically have the greatest influence, resources, and power.



Consider your organization's culture. High-stigma cultures pose unique challenges that may inform the delivery of your story, like starting in smaller, intimate forums or first talking about stress and wellbeing. Still, remember it's on leaders to "go first" in creating safety.



Consider the broader context. Be mindful about displacing timely discussions around local and global events—including your own organization. Telling your story amidst layoffs or unhealthy work cultures risks ignoring the very conditions that leaders themselves create.



Consider the format. A story can happen in many different forms from 1:1 conversations to organization-wide shares. Additionally, sharing in a live setting can feel safer to some if you prefer more control over your story and whether it's recorded or broadcasted widely.

Remember that all of these considerations can be navigated strategically. Consider talking to a trusted colleague, mentor, friend, coach, therapist, or other confidant to think through the steps to your share.

What should I talk about in my story?

In Mind Share Partners' leader ally coaching sessions, we guide leaders through a series of reflections:



What is your "l" story?

What perspective do you personally bring to the conversation around workplace mental health? Despite best intentions,

some stories inadvertently reinforce an "us vs. them" narrative—i.e., "Let's support *those* people with mental health issues." Nearly every person is and has been impacted by mental health in some way, and the purpose of a leader ally story is to speak from a place of authenticity and vulnerability to create safety for others to do the same.



What is your goal?

Every mental health story will be different, including what they're uniquely positioned to achieve. Stories of depression and anxiety

engage wide audiences given how common they are. Stories of bipolar disorder, schizophrenia, and suicide actively combat harmful misconceptions about mental health that have been disproportionately stigmatized. Stories of burnout actively question the sustainability of our culture's ideology around work. And stories of ADHD can bridge the gap between biology, psychology, and neurodiversity. Of course, this list is not exhaustive. Considering your goals can help you frame your narrative to achieve these outcomes.



What happened?

Consider telling a story of a specific instance that illustrates a broader narrative, including elements like:

- What is past vs. present? Consider whether this experience is something that you are currently managing or something from your past. Sometimes, a past, resolved story can feel safer, though we encourage leaning into vulnerability and sharing about an ongoing experience. Consider how your challenges, understanding of mental health, and strategies to support it show up differently over time.
- How did it show up at work, if at all? How did this experience play out in work dynamics?
- How did you get support? Discuss how you worked through your challenge/s and highlight how you got support, like going to therapy, talking to a trusted colleague, starting medication, or actively unlearning harmful beliefs about mental health itself.
- What changed? What happened after you sought support or started the conversation? Would you have done things differently and would you have shared sooner knowing that?



Why is supporting mental health important in your organization or team? Connect your story to

the actions, initiatives, resources,

and values within your organization or team. Doing so contextualizes the message to your audience.

What should I talk about in my leader ally story? (continued)



What can I (the listener) do? Sometimes, stories simply end with

the message "Mental health is important!" While crucial, this can leave audience members without a clear direction of "What now?" Include a call to action, whether that be details around how you leveraged company mental health resources, sought support from a manager or mentor, or made adjustments to your everyday work experience (like blocking focus time on your calendar or taking walking meetings) to create a sustainable culture of work. Pragmatic information like this spurs action and builds momentum.





What kind of narrative is my story reinforcing about mental health?

As you consider your story holistically, consider the underlying message that listeners may take away from the narrative you are creating. Make sure you reinforce healthy and productive narratives, perceptions, and takeaways about mental health, like:

- Mental health is universal, and challenges are extremely common.
- · Mental health challenges and conditions do NOT necessarily make you any less capable, dangerous, or irresponsible in any way.
- Mental health is a result of many factors, especially the culture of work when it comes to workplace mental health.
- Experiencing mental health challenges is NOT an individual's "fault," and supporting mental health is not solely on the individual. It's on all of us to play our unique roles in creating mentally healthy workplaces.

Again, it can be helpful to solicit feedback from trusted colleagues and confidants to ensure your message lands well.

On telling the "right" story

In my coaching calls with clients, I sometimes hear the fear from leader allies that they don't have the "right" story to share or that their story isn't "good enough" because it may not fit their idea of what a mental health story means.

It's important to know that when we talk about mental health stories, we are including the full spectrum of experiences—yes, that includes diagnosed mental health conditions, but also experiences like grief and loss, burnout, and symptoms of mental health challenges.

While I personally don't have a diagnosed condition to my knowledge, my story includes receiving support from a manager when my father passed away, coping with stigmatized beliefs tied to my identity as a woman of color, and finding purpose and community at work that helped me to balance burnout during the pandemic.

So, don't pressure yourself to have the "right" story, and instead consider how your everyday experiences across the spectrum of mental health may relate to others on your team.



Carrie Grogan (she/her) Principal, Mind Share Partners

What should my tone be?

In addition to your words themselves, the way you deliver it is equally important.

In our experience, the most impactful and well-received leader stories tend to exemplify the following:





Genuine. Share from a place of truth, authenticity, and vulnerability. There's no need to glamorize or downplay elements of your story. Remember that you don't have to have the perfect words or delivery to be impactful. And for some, weaving in humor and levity feels most authentic, too. Ultimately, it's more important to be genuine than come off too polished, rehearsed, or contrived.



Specific. Speaking in generalities can make it hard to understand or resonate with the experience, and can sometimes be presumptuous, too, when speaking for entire groups or communities. A balance of the right depth and details can make all the difference in transforming a story to make it authentic, relatable, and memorable.



Hopeful. This is a tricky one. In most cases, rather than spending the bulk of your story diving into the details of doom and gloom, you want to leave your listeners with a productive feeling or message. Things like:

- Feeling validated and inspired to persist despite the challenges
- Feeling seen and encouraged to share their own story and perspective
- Feeling safer and willing to explore supports
- Feeling reassured that mental health challenges can (and do) get better
- Feeling inspired to thrive (however that means to you) while navigating a mental health challenge
- Or something else!

That said, be wary of "toxic positivity" or forcing a positive outlook. Sometimes, acknowledging that something is difficult or challenging can be equally, if not more, validating and inspiring. In these cases, try to include an "outlet," whether resources to learn more or clear actions people can take following your story.

Additional considerations for your story



Acknowledge your experience as part of a spectrum of experiences, and one of many. Mental health is a diverse spectrum of experiences that

can appear in various ways—short-term or longterm, diagnosed or not, or specific to particular contexts, like burnout is to the workplace. This means that every experience with mental health is unique, including yours. Acknowledging this helps avoid the unintended notion that any specific mental health experience looks a specific way.



Explore your intersectional identities. Our experiences with

mental health, along with the barriers we face, are intrinsically tied to our

identities and backgrounds, whether it be gender, race, ethnicity, region, industry, and more. Where relevant, naming these factors adds nuance in understanding the complex ways identity and mental health interplay, amplifies these stories that are all too often silenced, and calls attention to systemic barriers that many populations face.



Be intentional with language.

The language we use when talking about mental health impacts how we understand mental health, the people who experience challenges, and if, how, and what kind of support we seek. In general, we typically recommend saying "mental health" and "mental health challenges" as goto terminology, rather than "mental illness" as a catchall, or simply "wellness," which may feel too general. That said, any word choice has unique pros and cons.



Combat stigma. In mental health stories, there are things that feel safe and easy to talk about, and others that feel harder. The decision around what to share is

ultimately up to you, but being intentional around naming the historically stigmatized parts of your experience (like therapy, medication, or specific mental health challenges) helps ensure that these topics are discussed rather than unspoken.



Protect privacy. If your story involves others, maintain their privacy by changing names or anonymizing details unless you have their explicit permission. Rather than speaking for others, focus on your lived experiences and perspectives where possible.



Give yourself grace.

Many leaders are hesitant to share their stories. Sharing our stories can be uncomfortable, and feeling out of

your element is okay. Common concerns are often steeped in stigma, shame, and best intentions: "My experiences aren't any more difficult than anyone else"; "I don't need anyone feeling bad for me"; "I don't want to center myself when we're all going through a hard time"; "What if people think I'm too weak to lead?"

Remember that your colleagues are most likely feeling similar sentiments about opening up and talking about mental health. Storytelling is meant to be relatable and help workers see themselves and their own experiences as valid and okay.

The power of your story is humanizing mental health and talking about it—including all of the imperfections.



Common "pitfalls" to avoid



Be encouraging, not pressuring. One of the primary goals of storytelling is to normalize experiencing mental health challenges. That can show up as folks being more open about their own stories. Other times, it can simply be a quiet feeling of safety.

When we encourage action following our personal stories, avoid inadvertently pressuring others to share if they don't want to, particularly those more junior in the organization and those with historically marginalized identities— both of whom face greater risks to sharing.



Be careful when discussing suicide and triggering content. Sharing details around sensitive or triggering content can inadvertently cause harm to listeners by surfacing traumatic experiences, losing your story's core message. This isn't to say that

these topics should be avoided altogether. Instead, this is an intentional practice of language and framing to ensure a message is delivered in a productive way.

In general, mentioning suicide, self-harm, and other similar experiences at a topical level is okay (and important!). That said, avoid going into details like:

- The methods and means of self-harm or suicide
- Graphic portrayals or retellings of violence (both physical and verbal)
- The amount of weight lost while navigating anorexia
- Sensationalizing, exaggerating, or casting judgment to these actions
- ... And more

If you do cover these topics, consider mentioning that you'll do so beforehand (e.g., at the start of your share or in an event description) so listeners are not taken by surprise and can engage in a way that feels most productive to them.

On the foundations of mental health

Remember, the foundations of workplace mental health <u>must</u> be adequately supported. Sharing your personal story will only go so far if your people actively struggle with a toxic workplace culture, low wages, unsafe working conditions, unpredictable communications, and unsustainable workloads.

In our work, we've observed business leaders face scrutiny as they centered the impact of layoffs on their own mental health while jeopardizing the jobs and livelihoods of their people.

Of course, no organization is perfect. Sharing your personal mental health story paired with a commitment to action and clear demonstrations of action being taken can be a powerful first step to critical, ongoing change. In the absence of these "foundations," however, stories risk scrutiny, may be poorly received, and seen as disingenuous, out of touch, or simply uncaring about the realities of workers' experiences.



Bernie Wong (he/him) Principal & Senior Manager of Insights Mind Share Partners

Part III

Examples of Leader Ally



Mind Share Partners' Leaders Go First Campaign

In May 2023, Mind Share Partners led a virtual campaign in partnership with business leaders across industries, sizes, and background.



"[Generalized anxiety disorder] has twice led to debilitating depression—both times driven largely by work-related anxiety. Over a decade ago, I was forced to take a leave of absence when I could barely even craft an email. I thought my career was over... I didn't know anyone who'd been in a similar situation. That only made my anxiety even worse."

Kelly Greenwood | Founder & CEO, Mind Share Partners



"Sometimes we say, 'someone is bipolar,' so you actually equate the identity with the illness rather than "someone has bipolar.' And yet this is how I felt. I felt like there was something broken about me. I was a liability where I could become psychotic in the future or catatonically depressed."

Andy Dunn | Author, Burn Rate; Cofounder and former CEO, Bonobos



"As a Black woman in corporate America, I struggle with the strong Black woman stereotype and the expectation that I can handle anything all the time. The reality is there have been several moments in my career where I was exhausted beyond belief and burning the candle at both ends. This led to burnout... It felt like there was no one I could talk with honestly about what I was going through."

Saydeah Howard | Founding Partner & Chief Operating Partner, Cherryrock Capital

Mind Share Partners' Leaders Go First Campaign (continued)





"As an adolescent, I developed an anxiety condition and during that time, I experienced intense panic attacks and was often in a state of constant vigilance and fear. I can remember just staying in the house because I didn't really feel like I could go out, and staying in front of the TV and just hoping for a few minutes of relief from the sense of dread that was often with me."

Schroeder Stribling | President & CEO, Mental Health America



Johnny C. Taylor, Jr., SHRM-SCP | President & Chief Executive Officer, SHRM

"I was burnt out. I was stressed, depressed. I found myself between three major challenges at work at home and with my friends... I was so sad about my situations that I'd just sit in my car and just cry before going into work each day." *Nichole Barnes Marshall* | *Chief Diversity, Equity and Inclusion Officer, Pinterest*

"I realized that I was not alone. And while we might all feel at different points in our life that the things we are facing are so unique to us, what was amazing to me was to realize that others are also going through similar things." *Vinod Philip* | *Member of the Executive Board, Siemens Energy*





Andrew Miller | Chief Operating Officer, Minnesota Vikings "I woke up completely burnt out... And I just couldn't move forward. I couldn't get out of bed. I couldn't breathe for some time. I really froze and felt a sense of, 'I can't move forward'... It wasn't until rock bottom that I would

"Just a few weeks into the pandemic, I joined a virtual

you are struggling with your mental health right now,

all staff meeting... I told them, 'I know that many of

and I can relate because I have also had mental

health challenges and I've battled depression

Ariela Safira | CEO & Founder, Real

actually identify that issue."

throughout most of my life."



"I've struggled with attention-deficit disorder, which gave me superpowers on one hand, but also triggered severe anxiety and debilitating depression on another."

Alex Shevchenko | Co-Founder, Grammarly



Watch the full stories of our leader allies.

Explore all videos

Moving to Action

Part IV

Knowing your story and how to tell it is one thing actually telling it is the next step.

#1. Share your story as part of Mind Share Partners' *Leaders Go First* Campaign.

Our campaign features stories from top business leaders like Andy Dunn, author of *Burn Rate* and Cofounder and former CEO of Bonobos; Schroeder Stribling, President and CEO of Mental Health America; and Johnny C. Taylor, Jr., SHRM-SCP, President and CEO of SHRM—all telling their personal stories and connections to workplace mental health. It also includes a special message from Dr. Vivek Murthy, the U.S. Surgeon General.

But our campaign is missing one thing... your story!

Whether you're a senior executive, manager, or leader of an employee resource group, here's how to share your story to join the movement:

A. Share your story on Linkedin, Twitter, or Facebook.

Use this playbook as guidance, or reach out to Mind Share Partners for coaching.

B. Use the hashtag #LeadersGoFirst

C. Tag Mind Share Partners!

- LinkedIn: @MindSharePartners
- Facebook: @MindSharePartners
- Twitter: @mindshareorg





#2. Share your story with your team or organization.

Remember stories can take many forms:

- "Soft-launch" your story by soliciting feedback from trusted colleagues.
- Tell a 3-5 minute story at an all-team meeting during May Mental Health Awareness month.
- Share how you used the mental health resources at your organization during open enrollment.
- Mention how you've felt burned out in a previous role when you check in with your team.

Regardless of the context or setting, the important thing is to actually follow through!

Looking for guidance?

Reach out to Mind Share Partners. We offer leader ally storytelling coaching and can put you in touch with other leaders we've worked with who have similarly told their personal story or organizations who have hosted storytelling panels and events.

Reach out to our team

#3. Weave your story into a comprehensive workplace mental health strategy.

Leader ally stories are just one of many ways you can catalyze and commit to culture change around mental health at your organization. Here are a few ways to take a more strategic approach:





Download our Mental Health Ecosystem Framework. This toolkit provides a starting framework to understand holistically how to support workplace mental health across your organization.

Download the framework



Explore case studies of organizations who have taken concrete actions to support the workplace mental health of their people, like Yahoo, Alarm.com, PGIM, and MoFo.

Explore our case studies

Connect with Mind Share Partners around our training, advising, and implementation offerings for organizations to create mentally healthy workplaces, which includes leader ally coaching.

Explore our offerings

About Mind Share Partners

Mind Share Partners is a national nonprofit changing workplace mental health culture so employees and organizations can thrive. We seek to normalize what it looks like to have a mental health challenge at work, and address the workplace factors that can contribute to poor mental health.

To do this, we focus on two program areas. Our <u>movement building program</u> includes content, campaigns, partnerships, cutting-edge thought leadership, and a <u>virtual community</u> to support leaders of mental health employee resource groups (ERGs). We also provide full-service, customized <u>workplace mental health training</u>, strategy and advising, and transformation solutions. We take a proactive, preventive approach with an equity lens.

Our client roster spans industries and sizes and includes organizations like BlackRock, Genentech, Morrison & Foerster, Pinterest, Tinder, and Yahoo.

Mind Share Partners runs two columns in *Forbes* and *Thrive Global* and publishes articles in *Harvard Business Review*. Mind Share Partners has been featured in prestigious media, including *The Wall Street Journal*, *The New York Times, TIME, Good Morning America, Fast Company,* and *Bloomberg*, among many others.

Learn more at <u>www.mindsharepartners.org</u>





Sponsor Profile: $\mathbb{R} \to \mathbb{A}$

Mission: We're making mental wellness an essential part of wellbeing.

About Real: Real provides members with effective and high-quality mental health care that is available anytime, anywhere. Real's monthly membership delivers a personalized mental health journey — members enjoy the benefits of traditional therapy packaged in an on-demand short-form audio format.

Real provides therapist-designed tools, conversation and community stories that humanize the mental health journey and help members tackle their everyday problems. Designed to keep up with any lifestyle and available for download in the <u>Apple</u> and <u>Google Play</u> stores.

Learn more about Real



