



## The Working Mind – Sources

The following is a list of all sources used in The Working Mind:

- Alberta Family Wellness Initiative. (2025). Resilience.  
<https://www.albertafamilywellness.org/what-we-know/resilience-scale/>
- American Psychiatric Association. (2024, March). Stigma, Prejudice and Discrimination Against People with Mental Illness. <https://www.psychiatry.org/patients-families/stigma-and-discrimination>
- American Psychological Association (2020, February 1). Building your resilience. <https://www.apa.org/topics/resilience/building-your-resilience>
- Anxiety Canada. (2025). Fight-Flight-Freeze.  
<https://www.anxietycanada.com/articles/fight-flight-freeze/>
- Archived - Statistics Canada. (2020, May 27). Canadians' mental health during the COVID-19 pandemic. <https://www150.statcan.gc.ca/n1/daily-quotidien/200527/dq200527b-eng.htm>
- Barwood, M. J., Dalzell, J., Datta, A. K., Thelwell, R. C., & Tipton, M.J. (2006). Breath-hold performance during cold water immersion: Effects of psychological skills training. *Aviation, Space, and Environmental Medicine*, 77(11), 1136–1142.  
<https://pubmed.ncbi.nlm.nih.gov/17086766/>
- Benefits Canada (2019). 60% of Canadians with mental-health concerns not using workplace support tools. <https://www.benefitscanada.com/benefits/health-benefits/60-of-canadians-with-mental-health-concerns-not-using-workplace-support-tools/>
- Boston Consulting Group. (2023, April 28). The Next Frontier of Workplace Culture. <https://www.bcg.com/publications/2023/workplace-burnout-costing-canadian-companies-billions>
- Broerman, R. (2020). Diathesis-stress model. *Encyclopedia of personality and individual differences*, 1107–1109. [https://aquila.usm.edu/fac\\_pubs/20741](https://aquila.usm.edu/fac_pubs/20741)
- Bui, T., Zackula, R., Dugan, K., & Ablah, E. (2021). Workplace Stress and Productivity: A Cross-Sectional Study. *Kansas Journal of Medicine*, 14(1), 42–45.  
<https://doi.org/10.17161/kjm.vol1413424>
- Burton, N. (2024, June 20). The Difference Between Empathy and Sympathy. *Psychology Today*. <https://www.psychologytoday.com/ca/blog/hide-and-seek/201505/the-difference-between-empathy-and-sympathy>



- Canadian Centre for Occupational Health and Safety (2023). Mental health – Job burnout. [https://www.ccohs.ca/oshanswers/psychosocial/mh/mentalhealth\\_jobburnout.html](https://www.ccohs.ca/oshanswers/psychosocial/mh/mentalhealth_jobburnout.html)
- Canadian Centre on Substance Use and Addiction. (2023). Canada's guidance on alcohol and health: Final report. [https://ccsa.ca/sites/default/files/2023-01/CCSA\\_Canadas\\_Guidance\\_on\\_Alcohol\\_and\\_Health\\_Final\\_Report\\_en.pdf](https://ccsa.ca/sites/default/files/2023-01/CCSA_Canadas_Guidance_on_Alcohol_and_Health_Final_Report_en.pdf)
- Canadian Chamber of Commerce. (2025). Mentally Healthy Workplaces. <https://chamber.ca/resources/mentally-healthy-workplaces/>
- Canadian Human Rights Act. (1985). Government of Canada. <https://laws-lois.justice.gc.ca/eng/acts/h-6/page-1.html#h-25680>
- Canadian Human Rights Commission - Policy and Procedures on the Accommodation of Mental Illness (October 2008). [https://www.chrc-ccdp.gc.ca/sites/default/files/policy\\_mental\\_illness\\_en\\_1.pdf](https://www.chrc-ccdp.gc.ca/sites/default/files/policy_mental_illness_en_1.pdf)
- Canadian Mental Health Association. (2014). Preventing suicide [Brochure]. <https://cmha.ca/wp-content/uploads/2016/02/Preventing-Suicide-NTNL-brochure-2014-web.pdf>
- Canadian Mental Health Association. (n.d.) Concurrent mental illness and substance use problems. <https://cmha.ca/brochure/concurrent-mental-illness-and-substance-use-problems/>
- Canadian Mental Health Organization. (2016, February 28). Stress. <https://cmha.ca/brochure/stress>
- Causser, Hilary et al. (2022). The Impact of Colleague Suicide and the Current State of Postvention Guidance for Affected Co-Workers: A Critical Integrative Review. International journal of environmental research and public health, 14;19(18):11565. <https://pubmed.ncbi.nlm.nih.gov/36141837/>
- Centre for Addiction and Mental Health (2020). Workplace mental health: A review and recommendations. <https://www.camh.ca/-/media/files/workplace-mental-health/workplacemantalhealth-a-review-and-recommendations-pdf.pdf>
- Centre for Addiction and Mental Health (2021). Mental illness and addiction: Facts and statistics. <https://www.camh.ca/en/driving-change/the-crisis-is-real/mental-health-statistics>
- Centre for Addiction and Mental Health (n.d.) Social Anxiety Disorder. <https://www.camh.ca/en/health-info/mental-illness-and-addiction-index/social-anxiety-disorder>



- Cohen R.A. (2011). Yerkes–Dodson Law. In J. S. Kreutzer, J. DeLuca & B. Caplan (Eds.), *Encyclopedia of Clinical Neuropsychology* (pp. 2737–2738). Springer.  
[https://doi.org/10.1007/978-0-387-79948-3\\_1340](https://doi.org/10.1007/978-0-387-79948-3_1340)
- Corrigan, P.W., Watson, A.C., & Barr, L. (2006). The self-stigma of mental illness: Implications for self-esteem and self-efficacy. *Journal of Social and Clinical Psychology*, 25(8), 875–884. <https://doi.org/10.1521/jscp.2006.25.8.875>
- Dunn, D. S., & Andrews, E. E. (2015). Person-first and identity-first language: Developing psychologists' cultural competence using disability language. *American Psychologist*, 70(3), 255–264. <https://doi.org/10.1037/a0038636>
- Famularo, K. (2019, September 24). Canadian workers increasingly recognize mental illness as a disability, but stigma remains: RBC Insurance IPSOS on behalf of RBC Insurance. <https://www.rbc.com/newsroom/news/article.html?article=123664#:~:text=T>
- Good mental health, declining mental health, and mental illness definitions developed and adapted from: World Health Organization. (2005). *Promoting mental health: Concepts, emerging evidence, practice*.  
<https://apps.who.int/iris/bitstream/handle/10665/42940/9241591595.pdf>
- Good mental health, declining mental health, and mental illness definitions developed and adapted from: World Health Organization. (2005). *Promoting mental health: Concepts, emerging evidence, practice*.  
<https://apps.who.int/iris/bitstream/handle/10665/42940/9241591595.pdf>
- Government of Canada. (2023). Duty to accommodate: A general process for managers. (2023). <https://www.canada.ca/en/government/publicservice/wellness-inclusion-diversity-public-service/diversity-inclusion-public-service/working-government-canada-duty-accommodate-right-non-discrimination/duty-accommodate-general-process-managers.html>
- Government of Canada. (2023). The Road to Mental Readiness. The Big Four +. <https://www.canada.ca/en/department-national-defence/services/benefits-military/health-support/road-to-mental-readiness/big-four-plus.html>
- Government of Canada. (n.d.) About mental illness. Public Health Services. <https://www.canada.ca/en/public-health/services/about-mental-illness.html>
- Government of Canada (n.d.) The Road to Mental Readiness (R2MR) program. Department of National Defence. <https://www.canada.ca/en/department-national-defence/services/benefits-military/health-support/road-to-mental-readiness.html>



- Harvard Health Publishing. (2024, April 3). Understanding the stress response.  
<https://www.health.harvard.edu/staying-healthy/understanding-the-stress-response>
- Hatzigeorgiadis, A., Theodorakis, Y., & Zourbanos, N. (2004). Self-talk in the swimming pool: The effects of self-talk on thought content and performance on water-polo tasks. *Journal of Applied Sport Psychology*, 16(2), 138–150.  
<https://doi.org/10.1080/10413200490437886>
- HealthCareCAN and MHCC. (June 2016). Issue Brief: Workplace Mental Health.  
[https://www.mentalhealthcommission.ca/wp-content/uploads/drupal/2017-01/Issue\\_Brief\\_workplace\\_mental\\_health\\_eng.pdf](https://www.mentalhealthcommission.ca/wp-content/uploads/drupal/2017-01/Issue_Brief_workplace_mental_health_eng.pdf)
- Hogg, B., Moreno-Alcázar, A., Tóth, M. D., et al. (2023). Supporting employees with mental illness and reducing mental illness-related stigma in the workplace: an expert survey. *European Archives of Psychiatry and Clinical Neuroscience*, 273(3), 739–753.  
<https://link.springer.com/article/10.1007/s00406-022-01443-3>
- Hopper, S. I., Murray, S. L., Ferrara, L. R., & Singleton, J. K. (2019). Effectiveness of diaphragmatic breathing for reducing physiological and psychological stress in adults: A quantitative systematic review. *JBISIRIR*, 17(9), 1855.  
<https://doi.org/10.11124/JBISIRIR-2017-003848>
- International Organization for Standardization. (2021) Occupational health and safety management – Psychological health and safety at work – Guidelines for managing psychosocial risks. ISO 45003:2021.  
<https://www.iso.org/standard/64283.html>
- Kelloway, E. K., Dimoff, J. K., & Gilbert, S. (2023). Mental health in the workplace. *Annual Review of Organizational Psychology and Organizational Behavior*, 10(1), 363–387.  
<https://doi.org/10.1146/annurev-orgpsych-120920-050527>
- Kinder, A., & C. Cooper. (2009). The costs of suicide and sudden death within an organization. *Death Studies*, 33(5), 411–419.  
<https://www.tandfonline.com/doi/abs/10.1080/07481180902805624>
- Kirkbride, J. B., Anglin, D. M., Colman, I., Dykxhoorn, J., Jones, P. B., Patalay, P., Pitman, A., Soneson, E., Steare, T., Wright, T., & Griffiths, S. L. (2024). The social determinants of mental health and disorder: Evidence, prevention and recommendations. *World Psychiatry*, 23(1), 58–90. <https://doi.org/10.1002/wps.21160>
- Link, B.G., & Phelan, J.C. (2001). Conceptualizing stigma. *Annual Review of Sociology*, 27, 363–385. <https://www.jstor.org/stable/2678626?origin=JSTOR-pdf>
- Lyubkyh, Z., Turner, N., Weinhardt, J. M., Davis, J., & Dumaisnil, A. (2025). Facilitating Mental Health Disclosure and Better Work Outcomes: The Role of Organizational Support



- for Disclosing Mental Health Concerns. Human Resource Management.  
<https://doi.org/10.1002/hrm.22310>
- Mental Health Commission of Canada (2013) Stigma: The facts.  
<https://mentalhealthcommission.ca/resource/stigma-the-facts/>
- Mental Health Commission of Canada (2022) CMHA. Managers Toolkit - Protecting Their Own Mental Health. <https://mentalhealthcommission.ca/resource/managers-toolkit-protecting-their-own-mental-health/>
- Mental Health Commission of Canada. (2017). Issue brief: Workplace mental health.  
[https://www.mentalhealthcommission.ca/wp-content/uploads/drupal/2017-01/Issue\\_Brief\\_workplace\\_mental\\_health\\_eng.pdf](https://www.mentalhealthcommission.ca/wp-content/uploads/drupal/2017-01/Issue_Brief_workplace_mental_health_eng.pdf)
- Mental Health Commission of Canada. (2017, March). Strengthening the case for investing in Canada's mental health system: Economic considerations.  
[https://www.mentalhealthcommission.ca/sites/default/files/2017-03/case\\_for\\_investment\\_eng.pdf](https://www.mentalhealthcommission.ca/sites/default/files/2017-03/case_for_investment_eng.pdf)
- Mental Health Commission of Canada. (2018) National Standard.  
<https://mentalhealthcommission.ca/national-standard/>
- Mental Health Commission of Canada. (2020). Putting recovery into practice: An introduction to the Guidelines for Recovery-Oriented Practice.  
<https://mentalhealthcommission.ca/wp-content/uploads/2021/09/Putting-recovery-into-practice-An-introduction-to-the-Guidelines-for-Recovery-Oriented-Practice.pdf>
- Mental Health Commission of Canada. (2020, September 14). COVID-19 and suicide: Potential implications and opportunities to influence trends in Canada – Policy brief. <https://mentalhealthcommission.ca/resource/covid-19-and-suicide-potential-implications-and-opportunities-to-influence-trends-in-canada/>
- Mental Health Commission of Canada. (2023, April 28). Common mental health myths and misconceptions [Fact sheet]. <https://mentalhealthcommission.ca/resource/fact-sheet-common-mental-health-myths-and-misconceptions/>
- Mental Health Commission of Canada. (n.d.). Language matters [Brochure].  
[https://mentalhealthcommission.ca/wp-content/uploads/2021/06/language\\_matters\\_cheat\\_sheet\\_eng.pdf](https://mentalhealthcommission.ca/wp-content/uploads/2021/06/language_matters_cheat_sheet_eng.pdf)
- Mental Health Commission of Canada. (n.d.). Making the case for investing in mental health in Canada. In Making the Case for Investing in Mental Health.  
[https://www.mentalhealthcommission.ca/wp-content/uploads/drupal/2016-06/Investing\\_in\\_Mental\\_Health\\_FINAL\\_Version\\_ENG.pdf](https://www.mentalhealthcommission.ca/wp-content/uploads/drupal/2016-06/Investing_in_Mental_Health_FINAL_Version_ENG.pdf)



- Mental Health Research Canada. (2025). Meeting the Demand: Assessing Mental Health Support Across Demographic Groups in Canada. <https://www.mhrc.ca/access-to-care-report>
- Mento, A. J., Steel, R. P., & Karren, R. J. (1987). A meta-analytic study of the effects of goal setting on task performance: 1966–1984. *Organizational behaviour and Human Decision Processes*, 39(1), 52–83. [https://doi.org/10.1016/0749-5978\(87\)90045-8](https://doi.org/10.1016/0749-5978(87)90045-8)
- National Standard of Canada for Psychological Health and Safety in the Workplace. (Revised 2022). CSA Group. <https://www.csagroup.org/article/can-csa-z1003-13-bnq-9700-803-2013-r2022-psychological-health-and-safety-in-the-workplace/>
- Newson, J., Pastukh, V., Taylor, J., & Thiagarajan, T. (2021). Mental Health has Bigger Challenges Than Stigma: Mental Health Million Project 2021 (Sapien Labs). <https://mentalstateoftheworld.report/wp-content/uploads/2021/05/Rapid-Report-2021-Help-Seeking.pdf>
- Paul, G., Elam, B., & Verhulst, S. J. (2007). A longitudinal study of students' perceptions of using deep breathing meditation to reduce testing stresses. *Teaching and Learning in Medicine*, 19, 287–292. <https://10.1080/10401330701366754>
- Prins, S. J., McKetta, S., Platt, J., Muntaner, C., Keyes, K. M., & Bates, L. M. (2019). Mental illness, drinking, and the social division and structure of labour in the United States: 2003–2015. *American Journal of Industrial Medicine*, 62(2), 131–144. <https://onlinelibrary.wiley.com/doi/10.1002/ajim.22935>
- Public Health Agency of Canada. (2019). Protective and risk factors for mental health. <https://www.canada.ca/en/public-health/services/protective-risk-factors-mental-health.html#a2>
- Rudd, M. D., Berman, A.L., Joiner, T.E., Nock, M.K., Silverman, M.M., Mandrusiak, M., Van Orden, K., & Witte, T. (2006). Warning signs for suicide: Theory, research, and clinical applications. *Suicide and Life-Threatening behaviour*, 36(3), 255–262. <https://onlinelibrary.wiley.com/doi/10.1521/suli.2006.36.3.255>
- Rudd, M. D., Berman, A.L., Joiner, T.E., Nock, M.K., Silverman, M.M., Mandrusiak, M., Van Orden, K., & Witte, T. (2006). Warning signs for suicide: Theory, research, and clinical applications. *Suicide and Life-Threatening behaviour*, 36(3), 255–262. <https://pubmed.ncbi.nlm.nih.gov/16805653/>
- Rush, B., Urbanoski, K., Bassani, D., Castel, S., Wild, T. C., Strike, C., Kimberley, D., & Somers, J. (2008). Prevalence of co-occurring substance use and other mental disorders in the Canadian population. *Canadian Journal of Psychiatry*, 53(12), 800–809. <https://pubmed.ncbi.nlm.nih.gov/19087478/>





- Smetanin, P. Stiff, D., Briante, C., Adair, C.E., Ahmad, S., & Khan, M. T. (2011). The life and economic impact of major mental illnesses in Canada: 2011–2041. Prepared for the Mental Health Commission of Canada. RiskAnalytica.  
[https://www.mentalhealthcommission.ca/wp-content/uploads/drupal/MHCC\\_Report\\_Base\\_Case\\_FINAL\\_ENG\\_0\\_0.pdf](https://www.mentalhealthcommission.ca/wp-content/uploads/drupal/MHCC_Report_Base_Case_FINAL_ENG_0_0.pdf)
- Statistics Canada. (2023). Canada at a Glance – Health.  
<https://www150.statcan.gc.ca/n1/pub/12-581-x/2023001/sec8-eng.htm>
- Statistics Canada. (2023, September). Mental disorders in Canada, 2022.  
<https://www150.statcan.gc.ca/n1/pub/11-627-m/11-627-m2023053-eng.htm>
- St-Hilaire, F., & Gilbert, M.-H. (2019). What do leaders need to know about managers' mental health? *Organizational Dynamics*, 48(3), 85–92.  
<https://doi.org/10.1016/j.orgdyn.2018.11.002>
- Summary of the Accessible Canada Regulations. (2023). Employment and Social Development Canada. <https://www.canada.ca/en/employment-social-development/programs/accessible-canada/regulations-summary-act.html>
- Taylor, S. E., Pham, L. B., Rivkin, I. D., & Armor, D. A. (1998). Harnessing the imagination: Mental simulation, self-regulation, and coping. *American Psychologist*, 53(4), 429.  
<https://doi.org/10.1037/0003-066X.53.4.429>
- The Royal Society for the Encouragement of Arts, Manufactures and Commerce. (2013, December 10). Brené Brown on empathy [video]. YouTube.  
<https://www.youtube.com/watch?v=1Ewvngu369Jw>
- Thornicroft, G., Rose, D., Kassam A., & Sartorius, N. (2007). Stigma: Ignorance, prejudice or discrimination? *British Journal of Psychiatry*, 190, 192–193.  
<https://doi.org/10.1192/bjp.bp.106.025791>
- Thornicroft, G., Sunkel, C., Aliev, A. A., Baker, S., Brohan, E., Chammay, R. el, Davies, K., Demissie, M., Duncan, J., Fekadu, W., Gronholm, P. C., Guerrero, Z., Gurung, D., Habtamu, K., Hanlon, C., Heim, E., Henderson, C., Hijazi, Z., Hoffman, C., ... Winkler, P. (2022). The Lancet Commission on ending stigma and discrimination in mental health. *The Lancet*, 400(10361), 1438–1480. [https://doi.org/10.1016/S0140-6736\(22\)01470-2](https://doi.org/10.1016/S0140-6736(22)01470-2)
- Ungar, M., & Theron, L. (2020). Resilience and mental health: How multisystemic processes contribute to positive outcomes. *The Lancet Psychiatry*, 7(5), 441–448.  
[https://doi.org/10.1016/S2215-0366\(19\)30434-1](https://doi.org/10.1016/S2215-0366(19)30434-1)
- University of Victoria. (2019, October 8). Mental Health Myths & Facts.  
<https://onlineacademiccommunity.uvic.ca/riskybehaviourlab/mental-health-myths-facts/>



Victoria State Government, Department of Health, Better Health Channel (n.d.) Breathing to reduce stress.

<https://www.betterhealth.vic.gov.au/health/healthyliving/breathing-to-reduce-stress#bhc-content>

Vrbova, K., Prasko, J., Holubova, M., Kamaradova, D., Ociskova, M., Marackova, M., Latalova, K., Grambal, A., Slepecky, M., & Zatkova, M. (2016). Self-stigma and schizophrenia: A cross-sectional study. *Neuropsychiatric Disease and Treatment*, 12, 3011–3.

<https://10.2147/NDT.S120298>

White, C. (n.d.). Challenge the challenger. *The Athlete Mind*.

<https://theathletemind.blog/2020/11/05/challenge-the-challenger/>

Wilson, J. (2025, May 1). Mental disorders make up 2 in 5 ltd claims in Canada: Report.

Canadian HR Reporter. <https://www.hrreporter.com/focus-areas/compensation-and-benefits/mental-disorders-make-up-2-in-5-ltd-claims-in-canada-report/392401>

Wooldridge, S. (2023, April 12). Writing respectfully: Person-first and identity-first language.

National Institutes of Health. <https://www.nih.gov/about-nih/what-we-do/science-health-public-trust/perspectives/writing-respectfully-person-first-identity-first-language>

World Health Organization (2022). Mental health at work. <https://www.who.int/news-room/fact-sheets/detail/mental-health-atwork>

World Health Organization. (2023). Mental health: Strengthening our response.

<https://www.who.int/news-room/fact-sheets/detail/mental-health-strengthening-our-response>

World Health Organization. (2023, February 1). Stress. <https://www.who.int/news-room/questions-and-answers/item/stress/>

World Health Organization. (2024, April). Self-care for health and well-being.

<https://www.who.int/news-room/fact-sheets/detail/self-care-health-interventions>

World mental health report: transforming mental health for all. (2022). Geneva: World Health Organization; 2022. Licence: CC BY-NC-SA 3.0 IGO.

<https://iris.who.int/bitstream/handle/10665/356119/9789240049338-eng.pdf?sequence=1>

Wu, A., Roemer, E. C., Kent, K. B., Ballard, D. W., & Goetzel, R. Z. (2021). Organizational best practices supporting mental health in the workplace. *Journal of Occupational and Environmental Medicine*, 63(12), E925–E931.

<https://doi.org/10.1097/JOM.0000000000002407>





Yerkes, R. M. & Dodson, J. D. (1908). The relationship of strength of stimulus to rapidity of habit formation. *Journal of Comparative Neurology and Psychology*, 18, 459–482.  
<https://doi.org/10.1002/cne.920180503>

Zaccaro, A., Piarulli, A., Laurino, M., Garbella, E., Menicucci, D., Neri, B., & Gemignani, A. (2018). How Breath-Control Can Change Your Life: A Systematic Review on Psycho-Physiological Correlates of Slow Breathing. *Frontiers in Human Neuroscience*, 12.  
<https://doi.org/10.3389/fnhum.2018.00353>

Version: 2025-07-18