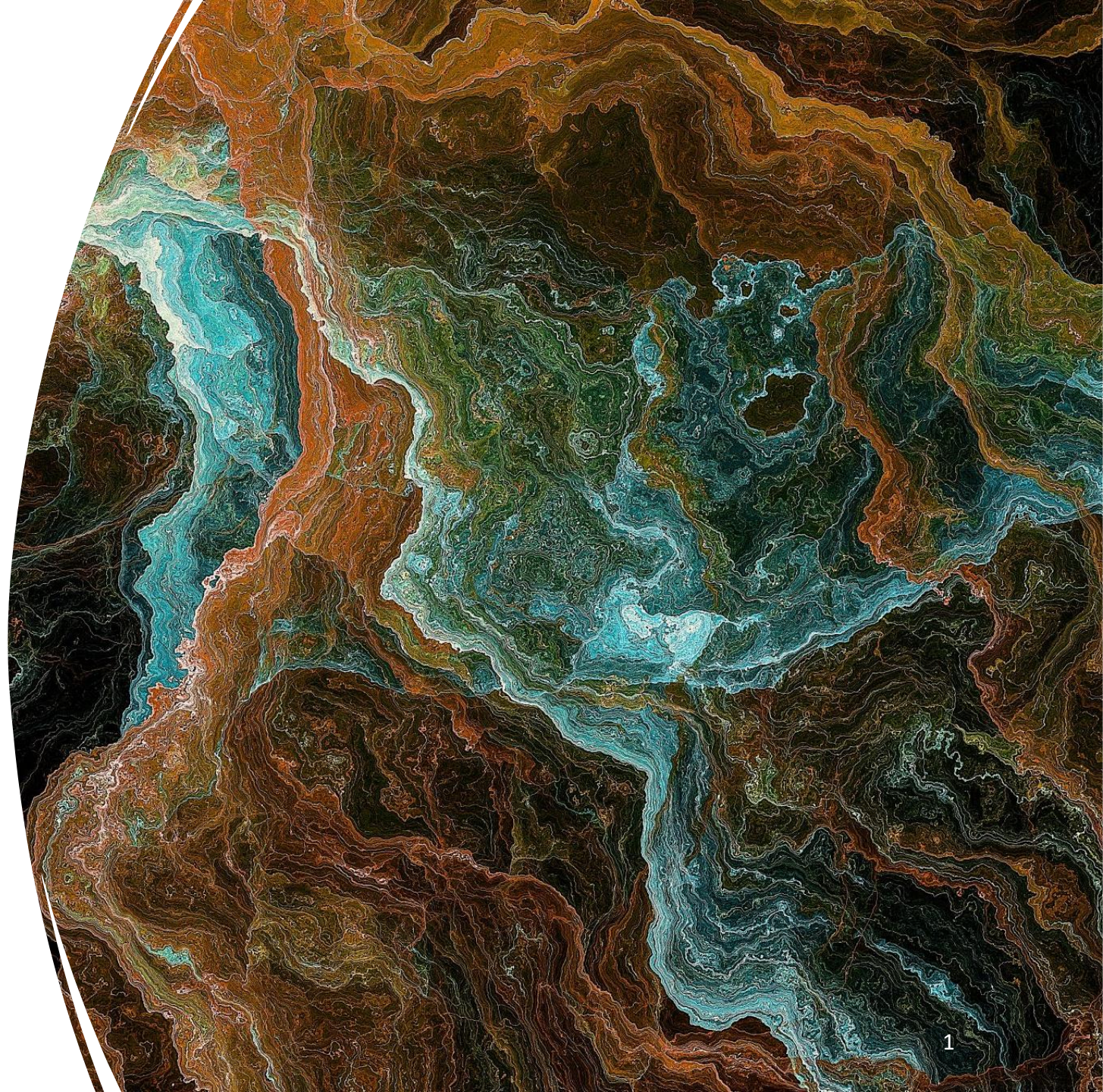


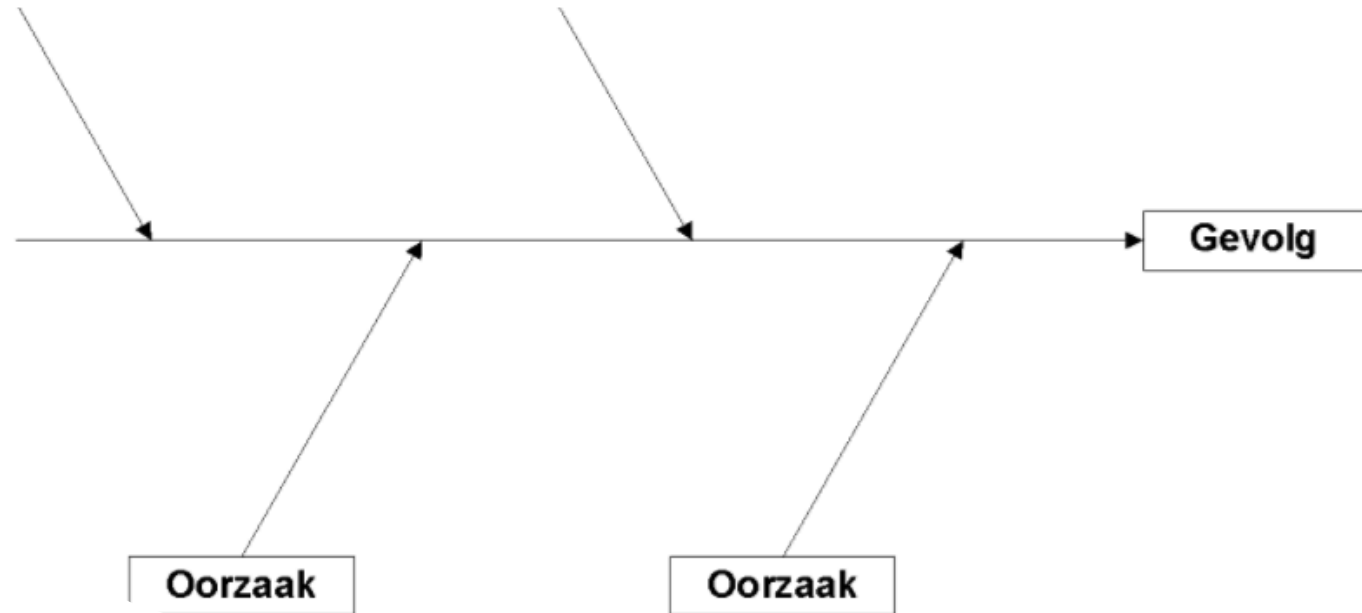
Work and resilience

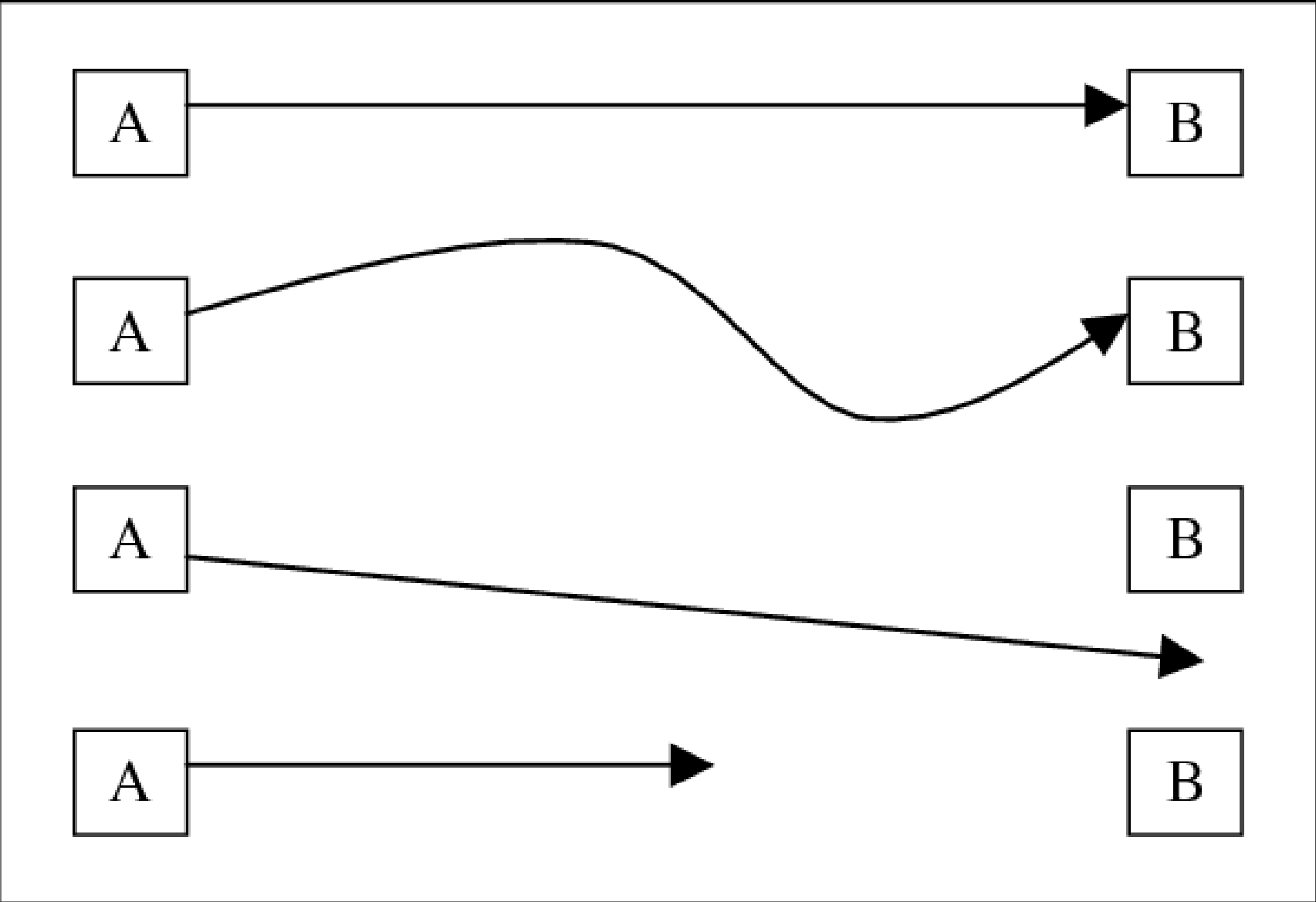
Floortje Scheepers
October 2026



Understanding mental health problems according to the linear medical model

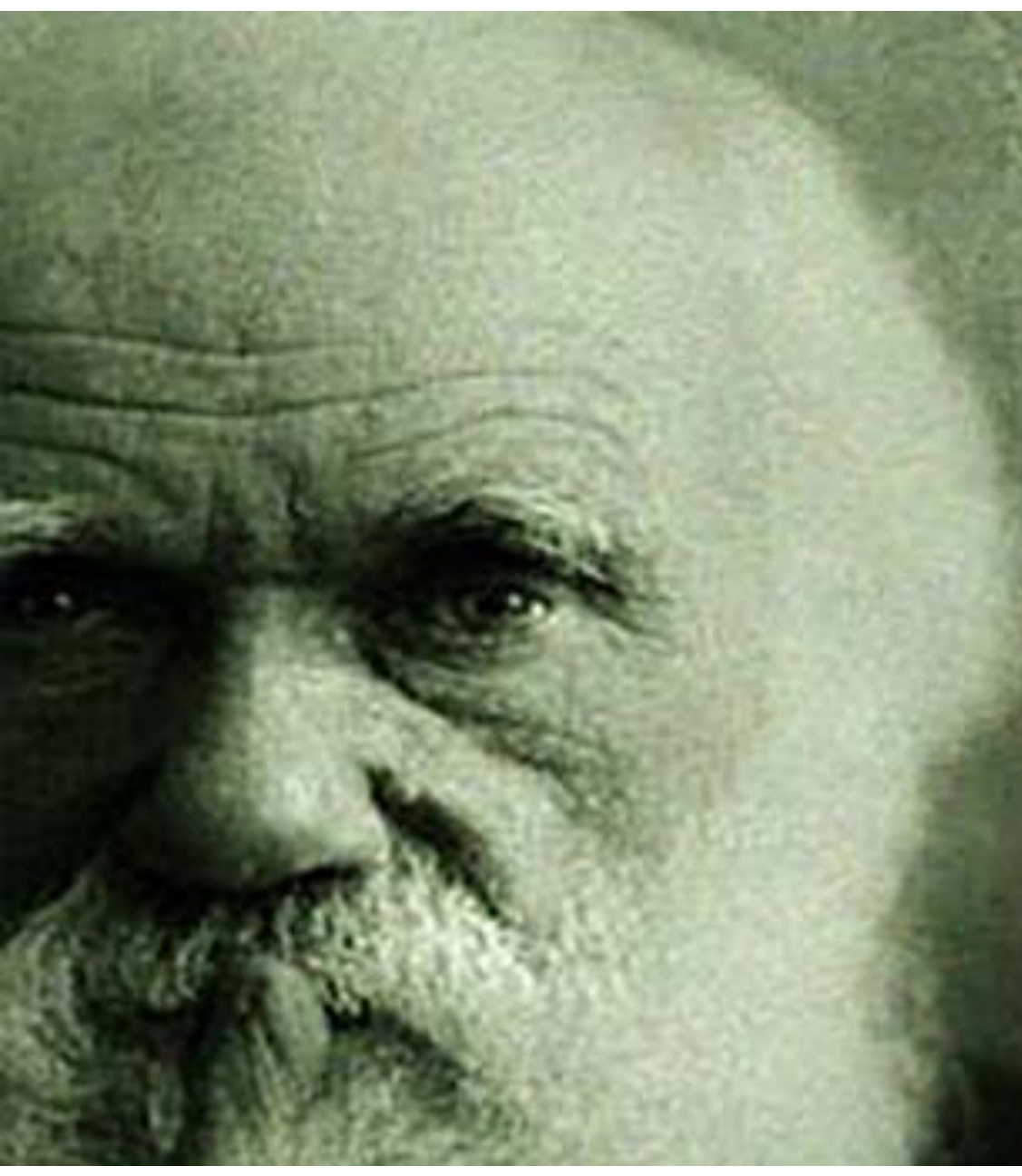
Sick or healthy





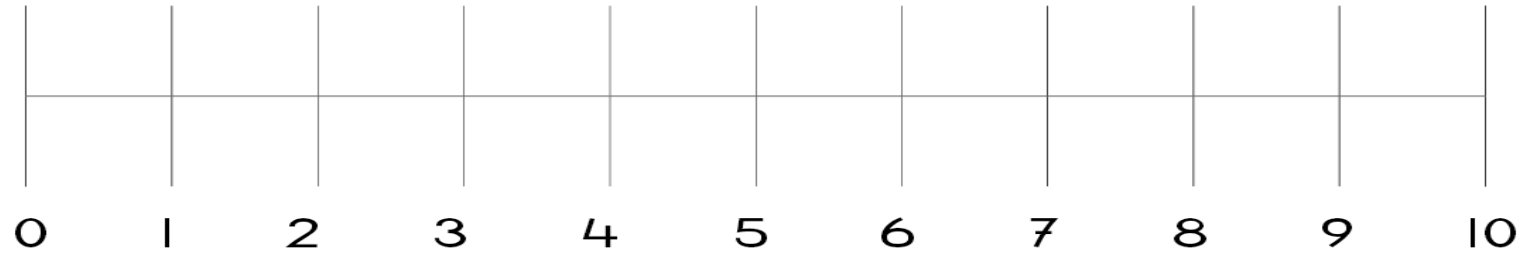
Is this suitable?





"It is not the
strongest of the
species that
survives, nor the
most intelligent,
but the one most
responsive to
change."

-Charles Darwin, 1809



Need for control

Restless

Sad

Cautious

Good at language

Courageous

Social

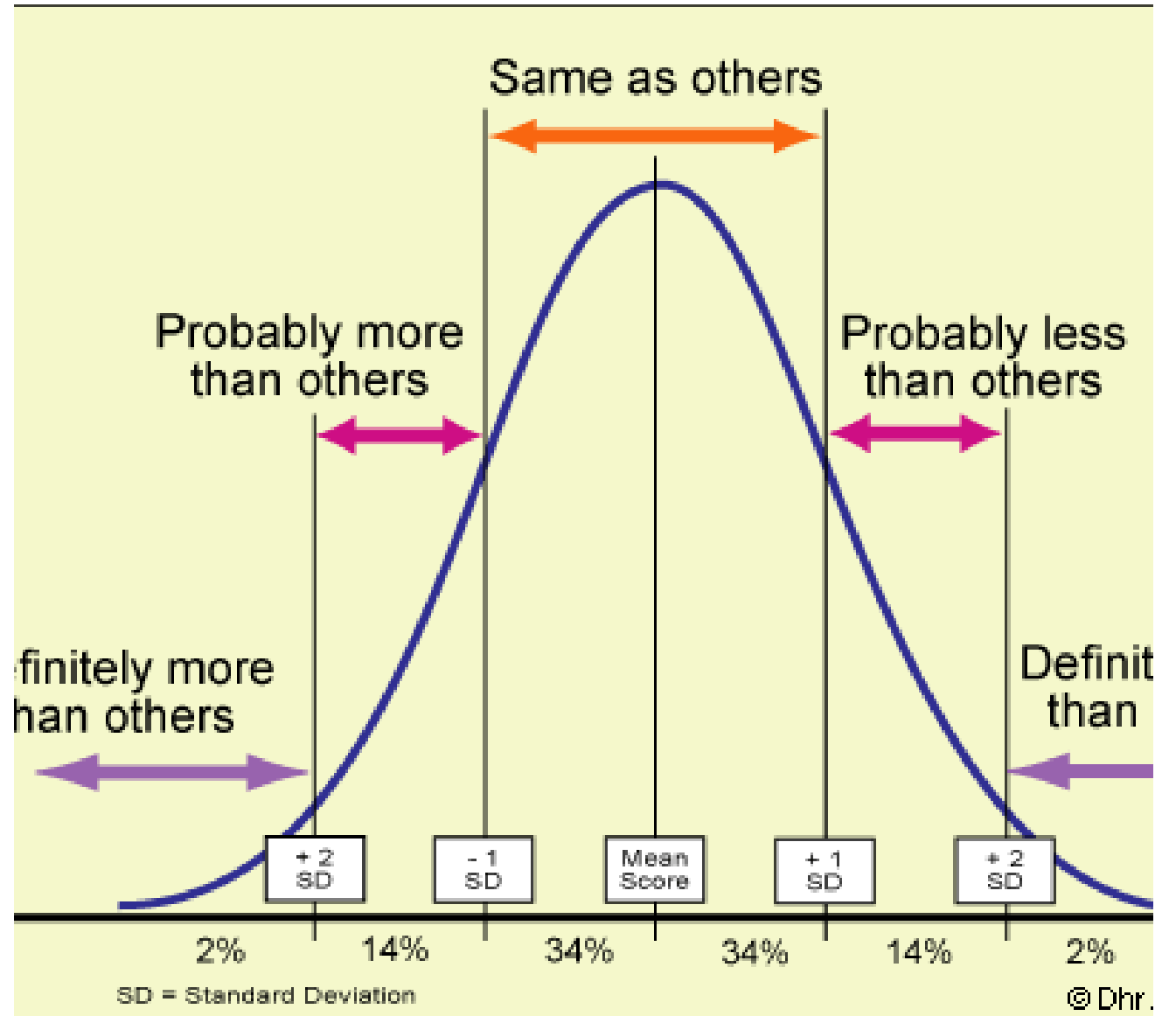
Unkind

Were your scores always like this and will they always be that way?

Are they the same in every situation?

How would people around you score you?

Human characteristics have a great variety, are dimensionally distributed, context dependent, dynamic and subjective

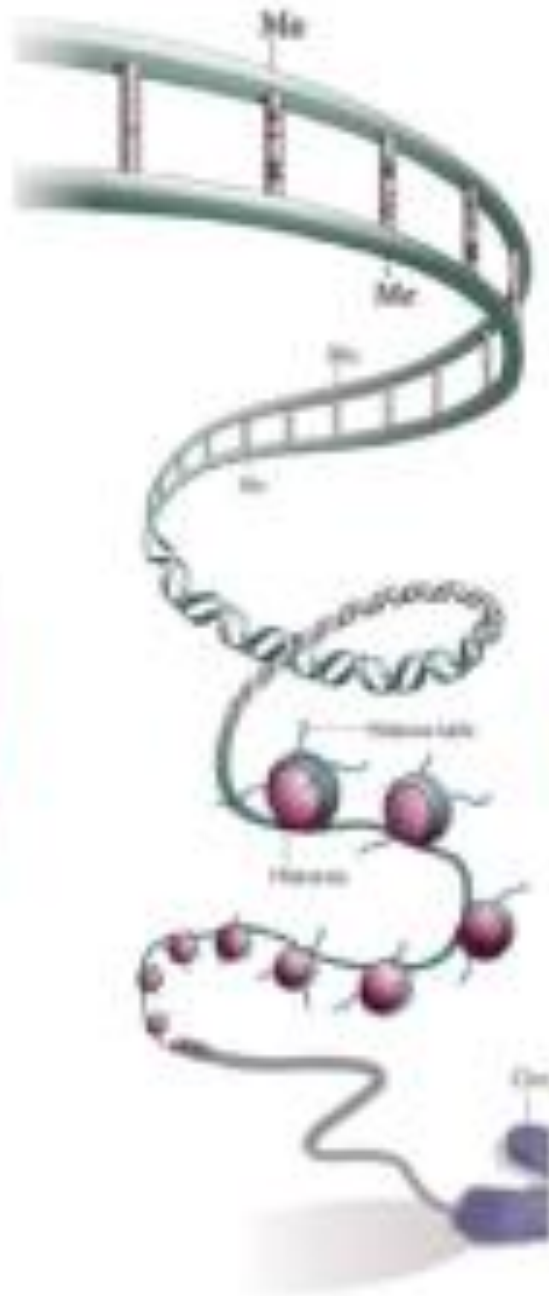




Functional or dysfunctional depends on the context

- First time at school
- For the first time in New York







Sensitivity to the environment is also dimensionally distributed

The role of
meaning



Recovery instead of fixing

CHIME (*Leamy e.a. 2011*):

- Connectedness
- Hope and optimism
- Identity
- Meaning
- Empowerment



The role of work in recovery





Connectedness

.....

Connection
with colleagues



Hope &
optimism
..... Getting
out of bed
for
something



Identity
An employee
role

CREATE
MEANING

Meaning.....
It matters, I
matter,
creating
value



Empowerment
..... Grow and
be rewarded

What are the figures?

Self-confidence, social functioning, quality of life, disease management all improve through paid work (Becker et al. 2007, Dunn et al. 2008)

Reducing healthcare costs and healthcare use (Bush et al. 2009, Kilian et al. 2012)

70% of people with mental health problems without work would like to work (Trimbos 2017)

40% of 'people with common mental disorders' (and only 10% of SMI) are in paid work (Helgesson et al. 2018, Blank et al. 2008)

A different view of failure



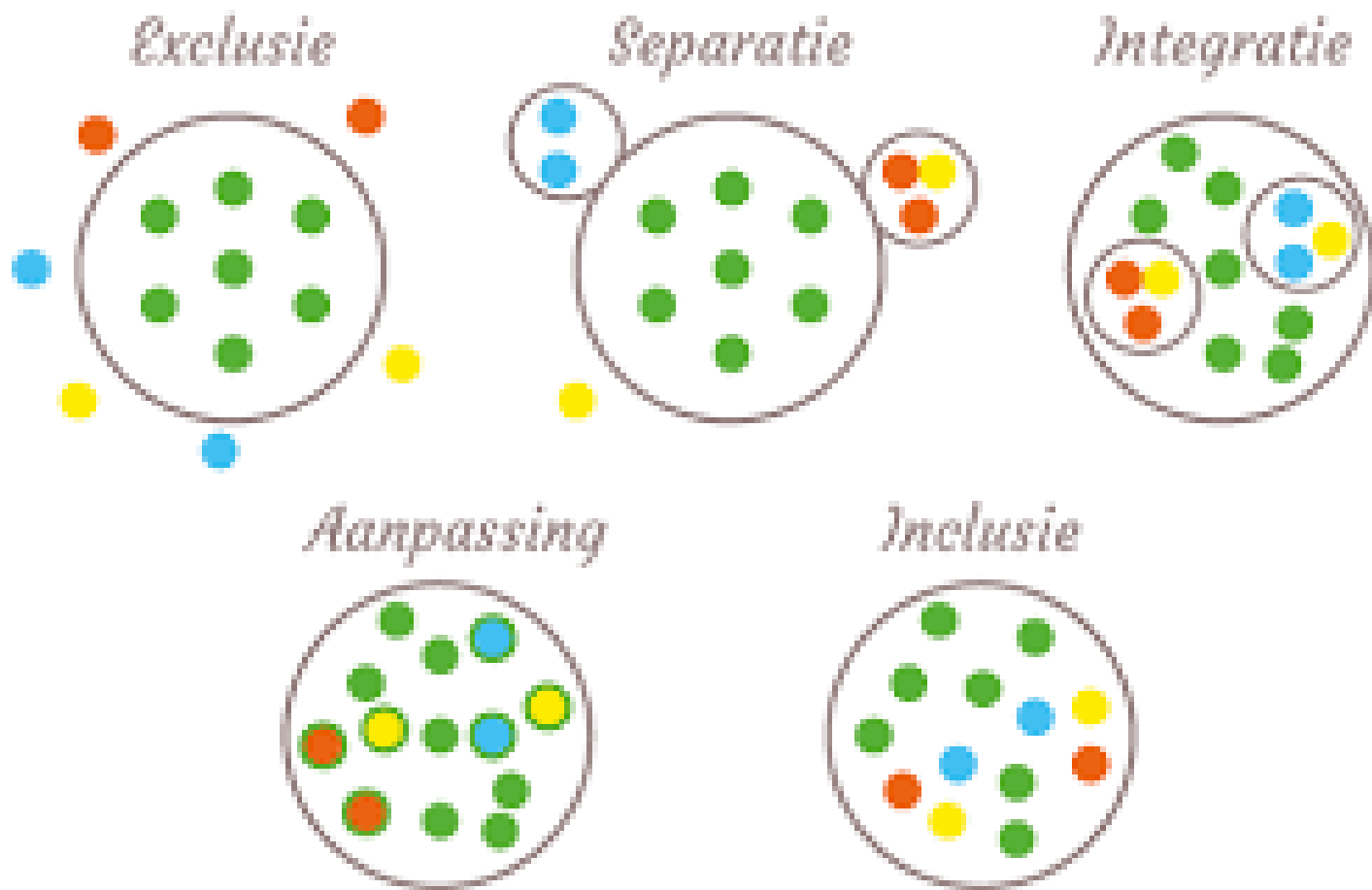
Success ► knowledge ► continue with what you did



Failure ► rethinking, creativity, off the beaten track ► wisdom

What do we learn from failure in the workplace?





EQUALITY VERSUS EQUITY



In the first image, it is assumed that everyone will benefit from the same supports. They are being treated equally.



In the second image, individuals are given different supports to make it possible for them to have equal access to the game. They are being treated equitably.



In the third image, all three can see the game without any supports or accommodations because the cause of the inequity was addressed. The systemic barrier has been removed.

