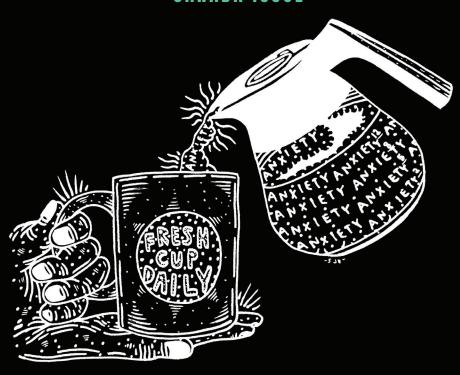
BEAUTIFUL BRAINS

A mental health manual for the modern workforce

CANADA ISSUE



MADE OF MILLIONS

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WE'RE IN THE MIDST OF A WORKPLACE CRISIS

The state of mental health in modern workplaces is bleak.

Job-induced anxiety is on the rise.

Technology has blurred the lines between work life and home life.

Stigma is forcing people to suffer in silence.

And employers aren't taking cries for help seriously.

Our minds are overloaded, our plates are filling up and despite increased awareness, things aren't getting better.

61% of managers say that technology has made it difficult to switch off from work.

44% of adults report that their stress level has increased over the past five years.²

64% of people don't feel as if they can rely on the emotional support of their supervisors.³

About 4,000 Canadians per year die by suicide—an average of almost 11 suicides a day.4

WE'RE ALL PAYING FOR IT



When our mental health is overlooked, our job performance, social lives, family time and hobbies all suffer.

When companies go without comprehensive mental health plans, rates of <u>absenteeism</u> and <u>presenteeism</u> increase, which is costly for companies.

BAD FOR PEOPLE

BAD FOR BUSINESS

56%

of employees say stress and anxiety impact their **job performance**.⁵ Mental disorders are **one of the leading causes of disability** in the
Canadian workplace.⁷

51%

of people say anxiety
affects their relationships
with coworkers 5

Mental health conditions cost the Canadian economy **\$50.8 billion** per year in lost productivity.⁷

Depressed employees are

20-40% more likely to become unemployed.6

In any given week, **at least 500,000 employed Canadians** are unable to work due to mental health problems.⁴

SYSTEM THE IS E N E N E \ E N N



Too many people are struggling. And attempts to help haven't gone far enough.

Yes – companies have leaned into wellness trends. Visit any startup, tech or media office, and you'll see healthy snacks, ping-pong tables, French bulldogs snuggled up on bean bags and yoga mats stacked neatly under stairs.

But no – this is not the key to real wellness. These are Band-Aids. Quick fixes. Surface level changes. They may be well-meaning, but they fall way short.

Investing in a fun, welcoming environment is a step in the right direction, but doesn't make up for things like employee burnout, insufficient healthcare packages, overwhelming schedules and toxic social dynamics.

In other words, **hip ≠ healthy.**

BUT YOU HAVE THE POWER BUT YOU HAVE THE POWER **YE THE POWER**

Employees

Demand a mental health plan that combats stigma, celebrates neurodiversity and supports those with mental health conditions.

BUT YOU HAV BUT YOU HAVE T

Employers

Implement a comprehensive mental health plan that addresses the underlying causes of our wellness crisis.

*Did you know every \$1 investment in mental health promotion has a \$3 to \$5 return.8



IT'S EASY

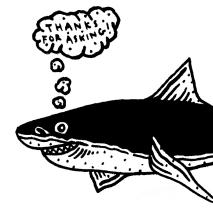
Beautiful Brains is a no-nonsense roadmap that shows you how to get to the heart of what makes a true culture of wellness. It combines culture change with progressive policy so employers can stop relying on quick fixes and get to the root of this crisis. And employees can start making their workplace work for them.

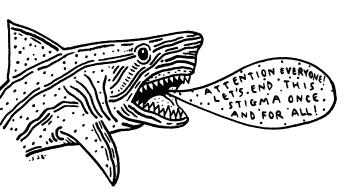
Read it. Take our pledge. And commit to making change.

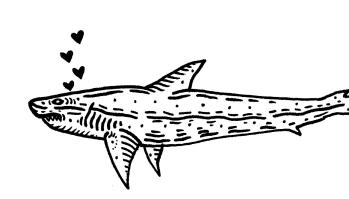
HERE'S HOW

- Start the conversation
- 2 Offer accommodations
- 3 Commit to Confidentiality
- 4 Implement an Effective Benefits Plan
- Fund wellness initiatives
- 6 Provide personalized growth plans

START THE CONVERSATION







A true culture of wellness requires an active dialogue. Foster meaningful, continuous conversation about workplace mental health by...

Encouraging supervisors to sit down with their staff and vocalize their support — we care about your well-being, we know things get hard and we're here to help if you need it. Then push the conversation further...

Teaching employees about the options they have when it comes to finding treatment or requesting accommodations.

Promoting the use of non-stigmatizing language.

Discouraging gossip.

Discussing warning signs and crisis plans in case of a mental health emergency.

And asking employees what they're looking for in terms of support.

Endorsing our guide is the easy part. Once that's done, you'll need to maintain the momentum. Use the below as jumping-off points.

WARNING SIGNS^{9,10}

- Increased absence from work, including unplanned sick days and frequent requests for time off
- Inability to concentrate and get tasks done in the allotted time
- Poor work quality, including an increase in errors/ mistakes, and a lack of care for doing things right
- Erratic behavior and overly emotional responses to typical workplace tasks, conversations or dilemmas
- Noticeable increase in coffee, food or alcohol consumption
- Noticeable increase in exhaustion, weight loss/ gain, headaches, rashes, gastrointestinal distress and other physiological symptoms that can result from anxiety/depression

STIGMATIZING LANGUAGE¹¹

- Cut out words like crazy, psycho, deranged, unstable, insane and schizo when discussing mental health conditions
- · Swap "committed suicide" to "died by suicide"
- Instead of saying addict, junkie or abuser" say "He/She has a substance-use disorder"
- Don't refer to those without a diagnosed condition as normal and those with one as not normal.

 Get in the habit of saying, "He/She is living with _____ disorder" rather than defining them by their condition

 Remove words like slow, stupid and autistic. Say, "has a cognitive disability" instead

CONVERSATION STARTERS

- Regularly ask questions like: "How's your stress level?", "Have you taken a break recently?" and "Is your workload manageable?"
- Send monthly wellness emails to your team with relevant resources, words of encouragement and recent mental health news
- Bring in an expert to answer common questions, explain terminology and hold one-on-one meetings with staff
- Set up an anonymous question portal for people to submit thought/concerns, and respond to answers on a regular basis
- Have leaders publicly share their mental health stories to humanize the experience

OFFER ACCOMMODATIONS



We all have workplace stressors. For many of us, they don't stop us from coping with daily tasks. For someone with a mental health condition, they might. This is where accommodations come into play.

A workplace accommodation is an adjustment that enables an employee with a disability or medical condition, such as mental health condition, to perform the essential functions of his/her job.¹² Canadian employers are required to provide accommodations to employees with limitations due to a medical condition.¹³ When implemented, they help set individuals up for success and improve the overall health of your team.

What do accommodations look like? They can be as simple as adjusted hours and work-from-home flexibility. Or, they might involve emotional-support animals, job transfers or a leave of absence.

Beautiful Brains work.madeofmillions.com

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These may vary by company and employee. When someone reaches out to discuss an accommodations plan, sit down and pinpoint challenges together. Then come up with a solution that works for both parties.

ACCOMMODATIONS 15, 16

- Revised work hours and work-from-home flexibility
- Revised check-in schedule, including weekly or daily statuses with a direct manager
- Extended training time and creation of custom resources to support learning
- Permission to have emotional-support animal(s) in the work environment
- Removal of non-essential tasks from daily workload, such as answering phones or attending certain outings
- Changing work location to avoid environmental stressors, such as heavily trafficked areas, loud areas, areas prone to certain noises or scents, harsh lighting, etc.
- Revised break schedule to maximize energy or performance, including time for meditation or naps
- Communication limitations with problematic employees
- Permission to wear earplugs, headphones or other noise-cancelling aids
- · Creation of a custom feedback plan
- · Set time limits on certain tasks
- Permission to not partake in certain companywide events that may involve triggering substances or scenarios (e.g. alcohol, etc.)
- · Creation of a custom management approach that

- outlines productive communication styles (eye contact, body language, email etiquette, etc.) and non-productive communication styles
- Re-training flexibility
- Creation of custom management materials, such as written instructions, timelines, visual aids, etc., that help an employee prioritize and stay on track



COMMIT TO CONFIDENTIALITY



們需

Some people choose to discuss their mental health publicly, but for most it's a private matter. Your company should have protections in place to keep it that way.

First, craft a confidentiality plan that protects employees who are disclosing personal information. Work with your legal team to make this custom to your company.

Next, create a safe system for requesting help. Establish a role in your organization that's responsible for managing accommodation requests. Once a plan is ready for implementation, they'll deliver it directly to an employee's supervisor, ensuring that no unnecessary personal details are disclosed in the process. It's important that this person is seen as a confidant by your staff.

Finally, clearly communicate these updates to your team. Consider bringing in a lawyer to answer questions and clarify confusing legal language. This is all about building trust with your team. Put real effort into making people feel comfortable when seeking help. And have a qualified legal team sign off on any official privacy policies.

POTENTIAL COURSE OF ACTION FOR THOSE IN NEED¹⁷

- Leadership circulates mental health plan to the entire company, including a breakdown of key roles and how to go about requesting support
- 2. An employee reviews this information, decides they'd like to talk to someone and reaches out through the appropriate channel(s)
- 3. Employee and company rep sit down, discuss challenges and explore potential accommodations. Note: Employees are not required to disclose a diagnosis, disability or other health information during this process
- 4. Company rep puts together an accommodations plan, receives sign-off from employee, and circulates plan to managers on a need-to-know basis
- Managers hold employee accountable to accommodations, while ensuring that these changes do not impact upward mobility or performance evaluations
- 6. Managers and other leadership do not share the accommodation plan with other staff. If problems arise, company rep works directly with employee and their supervisor workshop solutions

information in the course of commercial activity.18

Organizations covered by the PIPEDA must obtain an individual's consent when they collect, use or disclose that individual's personal information.¹⁹ So, if a boss wants to find out more about an employee's mental health history, that employee will be notified and asked to provide consent before records are shared.

PIPEDA compliance and internal privacy policies are wildly important. Unfortunately, many employees are confused about what their rights are and what privacy policies are in place. Organizations should make it their responsibility to clear the air.

Work with an employment law firm to come up with a plan that allows workers to comfortably disclose mental health issues and receive appropriate accommodations. Then, educate your team on the rights they have and any risks to be aware of.

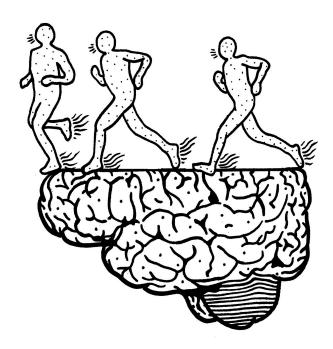
PRIVACY RIGHTS By Law

The Personal Information Protection and Electronic

Documents Act (PIPEDA) is Canada's federal privacy
law for private-sector organizations. It sets the ground
rules for how businesses must handle personal

IMPLEMENT AN EFFECTIVE BENEFITS PLAN

 $\square 4$



Implementing an effective benefits plan with strategic attention to mental health offerings needs to become a priority for Canadian employers.

Start by offering health insurance that covers a wide range of mental health services. From there, consider supportive initiatives like Employee Assistance/Employee and Family Assistance programs (EAP/EFAP), that offer confidential assessments and counseling to employees in need.

Then, go further by exploring other health-related benefits that support employees in their quest for work-life balance. This may include things like parental leave, childcare services and unlimited PTO.

The Canadian Government dedicates only 7.2% of its health-care budget to mental health. Employers need to step up to alleviate this significant disparity in the healthcare system.²⁸ Ideas below.

SELECTING A EFFECTIVE PLAN 20, 21

When evaluating or improving mental health benefit plans for your employees, choose one that includes...

- · Prescription drug coverage
- Employee Assistance/Employee and Family Assistance programs (EAP/EFAPs)
- Coverage for timely and sufficient mental health therapy that enables an employee to receive effective treatment
- Removes limitations on visits. No one should be constrained by a certain number of annual sessions for mental health services
- An expanded roster of mental-health professionals that goes beyond the traditional list of psychologists and registered social workers.²¹

GOING BEYOND²²

- Offer PTO, work-from-home flexibility and sabbatical programs to encourage a healthy worklife balance
- Make leadership training mandatory (and cover a wide range of topics, including warning signs, stigmatized language, crisis management training and more)
- Explore wellness technology and consider promoting platforms that facilitate peace of mind (like meditation apps)

 Implement employee matching programs that contribute cash to wellness activities outside the office (like gym memberships)

FUND WELLNESS INITIATIVES



05

Wellness initiatives help tie everything together by making mental well-being a key component of your company culture.

There's no end to the kinds of programs and events these can entail. Everything from stress management exercises, like office yoga and art therapy, to workshops that offer mental health education.

Don't forget to include employees in the brainstorming process by asking them for recommendations.

Depending on the size of your budget, consider making these regular occurrences rather than one-offs.

INITIATIVES TO CONSIDER

- Health Screenings: Bring mental and physical health professionals into the office to discuss warning signs, answer questions and host one-onone screenings with your team.
- **Lunch-and-Learn:** Host mental health workshops that cover a range of topics. Test out different formats, such as open-mic sessions, group exercises and presentations from experts.
- Mindfulness Classes: Fund activities like office yoga, group meditation and art therapy that encourage your team to decompress and develop healthy habits.
- Cooking Classes: Bring in nutritionists and chefs to discuss the importance of diet in relation to mental health.
- Comedy Classes: Host improv classes to get people laughing and working on their communication skills.
- Craft Workshops: Help your team discover new skills by offering creative classes like pottery, painting, sculpting, leather making, slam poetry and more.
- Community Service: Work with local nonprofits to get your staff signed up for service days or longterm volunteer opportunities.
- Artist Partnerships: Host artists who are exploring mental health and give them a chance to share and discuss their work with your team.

Don't forget that rest, exercise and relaxation are crucial to performance. Help facilitate a balanced lifestyle by considering the following:

SLEEP²³

The things we do during the day have a huge impact on how well we sleep at night. Facilitate those crucial eight hours by doing the following:

- · Install circadian lighting in the workplace
- Discourage caffeine starting mid-afternoon
- Encourage employees to get outside, especially early in the morning (e.g. coffee breaks and short walks)
- Use devices that can change light levels as the day goes on (e.g. switch from blue to yellow light)
- Provide quiet spaces for napping or decompressing

MOVEMENT²³

Active bodies fuel active minds. Encourage your team to keep their blood pumping throughout the day by making physical activity a part of the work environment:

- Promote stair usage
- Offer standing desks
- Make space for stretching and if possible, offer workout areas and equipment
- Create room for bike storage
- · Offer gym discounts

- Add daily movement reminders to people's schedules
- Choose a location near public transportation, or an area that's accessible by bike/foot

MINDFULNESS

A daily mindfulness practice can help reduce anxiety inside and outside the office. Introduce key pillars of mindfulness into the workplace by considering the following.

- Promote the use of mindfulness and meditation apps
- Bring in experts to teach your team about mindfulness
- Share information on breathing exercises and other stress-reduction tools
- Allow for meditation breaks throughout the day
- Create quiet spaces for decompressing
- · Host team yoga when appropriate

PROVIDE PERSONALIZED GROWTH PLANS





It's easy to feel lost amidst a sea of deadlines, to-dos and daily stress. But when provided with a clear path forward, employees thrive.

Personalized growth plans give employees the structure and encouragement they need to get ahead. And in doing so, help mitigate the anxiety and depression that can come with job dissatisfaction.

Develop personalized growth plans that clearly lay out job expectations, learning opportunities, communication channels, evaluation criteria and more.

Give people a chance to vocalize the ways in which they feel valued, and the ways in which they don't. Then address those concerns in a structured format.

Supporting employees in these ways can have a huge impact on emotional well-being, as well as productivity, creativity and collaboration.

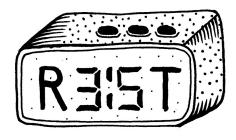
The template for these plans will vary from company to company, and department to department. Work with managers to create a structure that applies to employees of every occupation. For the best outcome, schedule regular check-ins to benchmark growth.

WHAT TO INCLUDE

- · Clear role and job description
- · Daily expectations and what they entail
- Stretch opportunities for acquiring new skills
- Evaluation criteria for reviews (i.e. what people will be tested against)
- · Timelines for evaluation periods
- Who to reach out to for support (including advice on fostering mentorships)
- · Learning opportunities outside the office
- Potential red flags

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- Advice for staying on track
- · Resources to support the above



YOU'VE READ THE STATS

YOU'VE REVIEWED THE DETAILS

NOW, WILL YOU MAKE THE CHANGE?

THERE'S NO TIME TO WASTE



Next Steps For People

- Take the pledge
- 2. Share with HR
- 3. Announce your support on social
- 4. Send our guide to friends & family
- 5. Get coworkers on board

Next Steps For Businesses

- 1. Take the pledge
- 2. Distribute a questionnaire
- 3. Develop your mental wellness plan
- 4. Celebrate with your team
- 5. Share your support on social

I pledge to start a conversation about wellness at work. Because when we're at our best, our work is too. It's time to celebrate people with diverse mental conditions. To build a positive culture surrounding mental health. And to back it up with policy.

Support



Materials

Know Your Numbers

Be prepared to explain the magnitude of this crisis and

the business case for providing care.

Potential

56% of employees say stress and anxiety impact their job performance.⁵

Work relationships

51% of people say anxiety affects their relationships with coworkers.⁵

Home Life

52% of employees say that job demands interfere with family/home responsibilities.²⁷

Sleep

57% of Canadian employees and managers are currently suffering from a mental-health problem or sleeping disorder, or have done so in the past.²⁸

Stress Levels

Employees report higher stress and greater isolation than five years ago.²⁴

Unemployment

Depressed employees are 20-40% more likely to become unemployed.⁶

Work-life balance

Only 29% of employers report that their companies offer work-life balance and just 20% of employees agree.²⁶

Productivity

Mental health conditions cost the Canadian economy \$50.8 billion per year in lost productivity. 6

Absenteeism

In any given week, at least 500,000 employed Canadians are unable to work due to mental health problems.⁴

Worsening Symptoms

As depression goes from mild to severe, the cost of absenteeism triples. Major depressive disorder costs an estimated \$12,000 per employee per year.⁶

Disability

Disability leave for a mental condition is roughly double the cost of leave due to physical illness.⁴

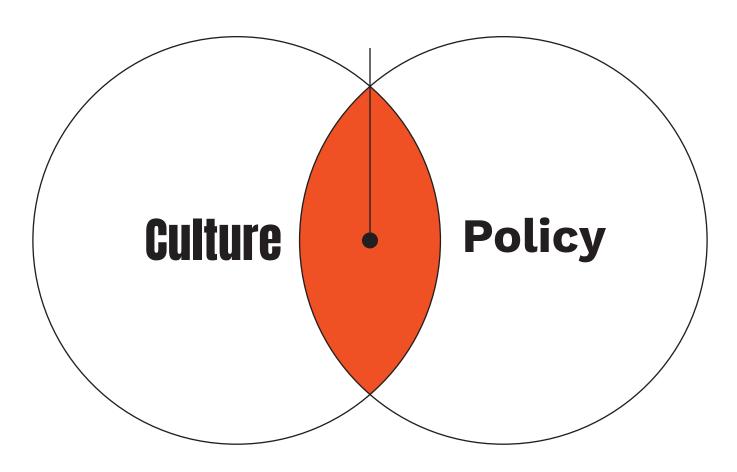
Recruitment

57% of candidates say benefits are a top consideration before accepting a job, with strong healthcare being the most sought after. ²⁸

ROI

Every \$1 investment in mental health promotion has a \$3 to \$5 return.8

Worksheet: Find Your Sweet Spot



Brainstorm <u>cultural</u> initiatives that work for your business

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Examples include support animals, space design, healthy food options, physical exercise, community building activities, stress-reduction outlets and more.

Stress-reduction outlets and more.

Stress-reduction outlets and more.

Stress-reduction outlets and more.

Brainstorm <u>policy</u> changes that work for your business

Examples include physical & mental health parity, employee growth plans, leadership training, paid time off, accommodation plans, employer confidentiality and more.

Email Copy

Announce the pledge to your team, explain next steps and circulate shareable materials. Looking for the right words? Feel free to use the below.

FOR EMPLOYERS

FOR EMPLOYEES

Hey team!

We want take a second to address something that's easy to shy away from — mental health.

As of today, we've officially endorsed Beautiful Brains, a workplace wellness plan created by Made of Millions Foundation. In doing so, we've taken a pledge to make mental health a priority in our organization. Over the next few months, we'll be working to implement policy changes that will help us take better care of our minds.

Next week we'll be gathering to outline our goals for this new initiative. In the meantime, we've attached social posts, stats, and a questionnaire. Share whatever you'd like online, or with family and friends. And please spend 10 minutes taking the survey. For this to be successful, we need to understand your needs and how to best meet them.

We're super excited for this new chapter!

Hey [NAME],

I wanted to pass along a worthwhile program that I came across, created by the mental health nonprofit, Made of Millions Foundation.

Attached you'll find Beautiful Brains — a workplace wellness plan that helps businesses better prioritize the mental health needs of their staff.

This plan doesn't just benefit employees. In fact, every \$1 investment in mental health promotion has been shown to deliver a \$3-5 return for companies. I believe this would be an awesome initiative for us to stand behind. I'd love for you to look it over and consider implementing a plan that fits our workplace. If you have further questions, Made of Millions Foundation can be contacted at **contact@**madeofmillions.com.

Thanks so much for reading this over. It means a lot.

Office Event Guide

Bring people together to discuss the pledge, ask questions and celebrate. If it's a success, don't limit it to a one-time thing.

- Pick a time, location and date. Then draft a brief invite.
- 2. Put together your guest list. Is this just for your team, or would you like to invite clients, friends and loved ones? Maybe a neighboring office? The more people, the better the conversation.
- **3. Grab drinks and snacks for your guests.** This is may be a few hours, so you'll want to keep people fueled and happy.
- **4. Run through logistics.** Do you have HDMI cords, mics, seating arrangements, pens, paper and other needs covered?
- **5.** Print out the discussion questions on the next page. Have these available to pass around.
- 6. Solidify your speakers. Who from your team will be leading the event? Have one person present our guide, and another run through the gameplan for implentation. Towards the end, open the floor so everyone has a chance to chime in and ask questions.
- **7. Circulate the agenda.** We've provided one on the next page for you to work from. Either stick to ours, or make your own.
- 8. Put someone in charge of photography and social media. When posting to social, use the hashtags #MadeofMillions and #BeautifulBrains.

- **9. Send follow-ups to anyone who hasn't RSVPd.** Shoot us an email as well. If available, we might swing by.
- **10. Host your event!** Take pictures, have fun, and ask important questions.
- **11. Encourage others to host their own.** Circulate our guide to partner organizations, empower them to take the pledge, and look into hosting more team convos in the near future.

Office Event Guide: Agenda & Questions

AGENDA

- 1. Guests arrive and grab their seats. (10 min)
- 2. Circulate discussion materials and introduce key speakers. (5 min)
- 3. Have a team leader present the guide. Explain what it means for your company. (30 min)
- Encourage a few participants to discuss their experiences with workplace mental health, including burnout, barriers to care and why they care about our cause. (20 min)
- 5. Open up the discussion using the corresponding questions as jumping-off points. (20 min)
- 6. Provide clear next steps to employees, such as sharing your involvement on social and an expected timeline for company changes. (10 min)
- 7. Take a group photo and send it to us! (5 min)
- Consider sharing more about the Made of Millions mission. Beyond workplace wellness, we want to empower all individuals to embark on a personal advocacy journey.

QUESTIONS

- 1. What about the guide piqued your interest? What new information did you learn?
- 2. What does stigma mean to you?
- 3. How many of you have witnessed stigmatizing behavior in a work environment? What did you learn?
- 4. How can we build a more positive culture surrounding mental health?
- 5. What wellness-related programs and events would you be interested in attending?
- 6. What kind of materials do you find most useful when it comes to mental health advocacy and awareness? What piques your interest?

Resources to Share

Our guide is good, but it's just a starting point. To learn more about mental health, accommodation plans, types of treatment, advocacy opportunities and more, circulate the below materials to your team and encourage them to keep researching.

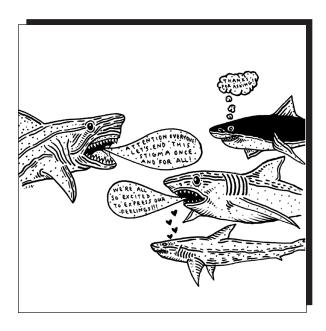
<u>Crisis Services</u> <u>Canada</u>	Mental Health Commission of Canada (MHCC)	NAMI's Bad for Business Report
Canadian Mental Health Association, National Office (CMHA)	Mood Disorders Society of Canada	Manulife Financial— Workplace Solutions for Mental Health
Centre for Addictions and Mental Health(CAMH)	National Alliance of Mental Illness	<u>This Is My Brave</u>
Guarding Minds at Work	Canadian Psychological Association	<u>Mental Health</u> <u>Works</u>
Public Health Agency of Canada—Mental	Building Mentally Healthy Workplaces	Workplace Mental Health Org
Morneau Shepell Workplace Report	Office of the Privacy Commissioner of Canada	Mood Disorders Association of Ontairo
Morneau Shepell	NAMI Crisis Intervention	U.S. Equal Employment Opportunity Commission
Job Accomodation Network	eMentalHealth.ca	Psychological Health and Safety in the Workplace
Healthy Brains at Work	IntrusiveThoughts.org	One Mind Initiative

Social Posts

Keep the conversation going on social. Announce your support, share your team's stories and weigh in on relevant discussions. When doing so, use the hashtags #MadeofMillions and #BeautifulBrains.









Sample Questionnaire

Surveying your team is a great way to better understand the support they need. Below are some questions to consider when drafting your survey. Make sure that responses are anonymous.

- 1. Do you feel comfortable sharing mental health related concerns with your supervisors?
- 2. How well do you understand your healthcare plan and the mental health benefits it provides?
- 3. If eligible, would you take advantage of accommodations?
- 4. Would you take advantage of voluntary company initiatives designed to improve mental health education?
- 5. Would you take advantage of company provided mental health screenings?
- 6. Would you participate in voluntary mindfulness classes and other interactive workshops/events?
- 7. Within the last year, how has stress interfered with your job performance?
- 8. Within the last year, how has stress interfered with your personal life (family time, sleep habits, ability to relax, etc)?
- 9. Rate your top three greatest sources of stress within our work environment?
- 10. What stress-reduction outlets would you like implemented?
- 11. Do you feel as if you have a clear path for growth within the organization?
- 12. What else would you like us to know about yourself, your goals and how we can best support you?

ABOUT

Made of Millions Foundation is a DIY advocacy platform with the mission of turning mental health survivors into mental health advocates.

Leveraging the power of art, technology and culture, we serve as a meeting ground for the mental health community to fight stigma, access recovery resources and empower one another to make change in their local communities.

For more information, please visit madeofmillions.com.

CONTACT

To partner with us or learn more about our cause, email contact@madeofmillions.com.

Or join us on social at:

Instagam @MadeofMillions_

Twitter /MadeofMillions

Facebook /MadeofMillions_

Tumblr wearemadeofmillions.tumblr.com/

HELP US

We are a non-profit organization located in New York, Toronto, and the U.K, seeking partnerships to help fund, promote and advance the mission of the organization.

HELP MILLIONS

Ready Set Rocket endorses the Beautiful Brains manual.

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