



Models for Managing Work-Related Stress: An International Perspective

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Overview

Organizational interventions – what are they?

National policies

General principles

Five phases

- Recommendations
- Scientific evidence

Implications for practice

Implications for research

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Organizational interventions

Focus on improving the psychosocial working environment and health and well-being of organizational members

Through changing work is designed, organized and managed (Nielsen, 2013)

Four focus areas (Semmer, 2011)

- Tasks
- Work context (workload and working time)
- Role clarity
- Social relationships
- Most often a mixture

Participation often a key element



**World Health
Organization**



**European Agency
for Safety and Health
at Work**

Focus on improving the psychosocial working environment and health and well-being of organizational members

Through cha

Four focus a

organized and managed (Nielsen, 2013)



International
Labour
Organization



National policies

Management Standards (MS), UK

Work Positive (WP), Ireland

INAIL, Italy

START, Germany

SOBANE, Belgium

Canadian Standard (CS), Canada

All employ a participatory, problem solving cycle approach

European Framework Agreement of
October 8, 2004

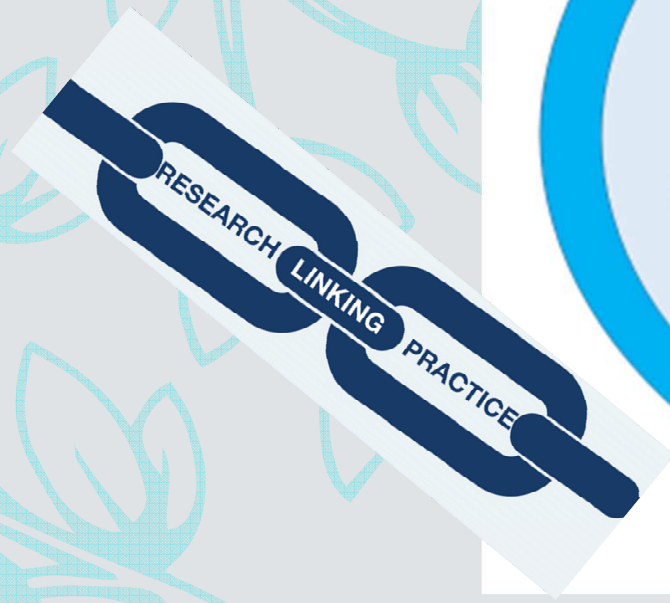
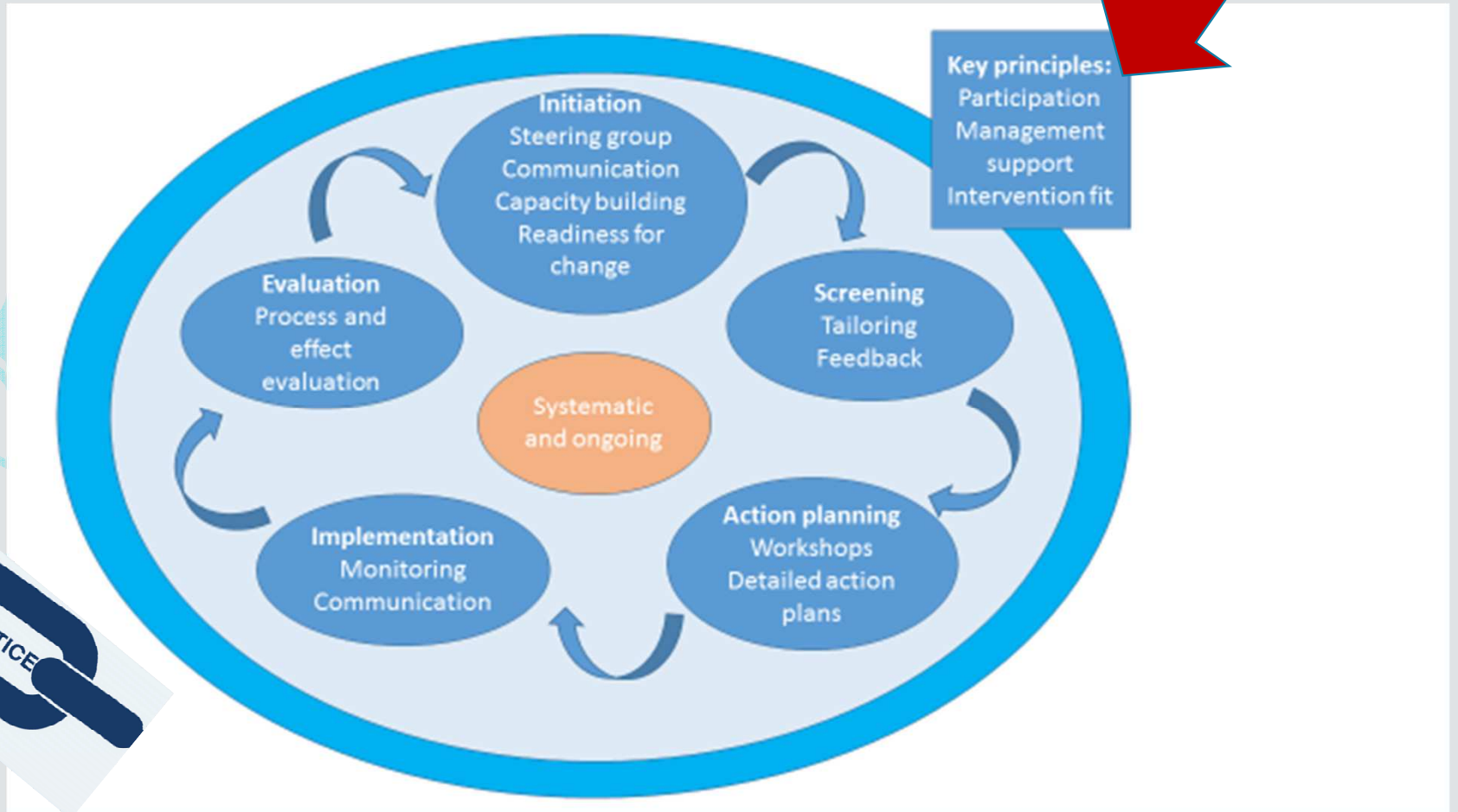
- the responsibility of the employer to take
measures to identify and prevent issues
concerning the psychosocial work
environment and stress

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National policies: Validation

- Management Standards (Biron et al., 2010 MM; Mellor et al., 2011; 2013 QL)
- Work Positive (?)
- INAIL (Di Tecco et al., 2015, Ronchetti et al., 2015, QN, descriptives)
- START (?)
- SOBANE (Malchaire, 2004, QN, descriptives)
- Canadian Standard (Kynuk et al., 2016, QL)

Stress management model





Key principle 1: Participation

All methods recommend collaboration and dialogue between key stakeholders

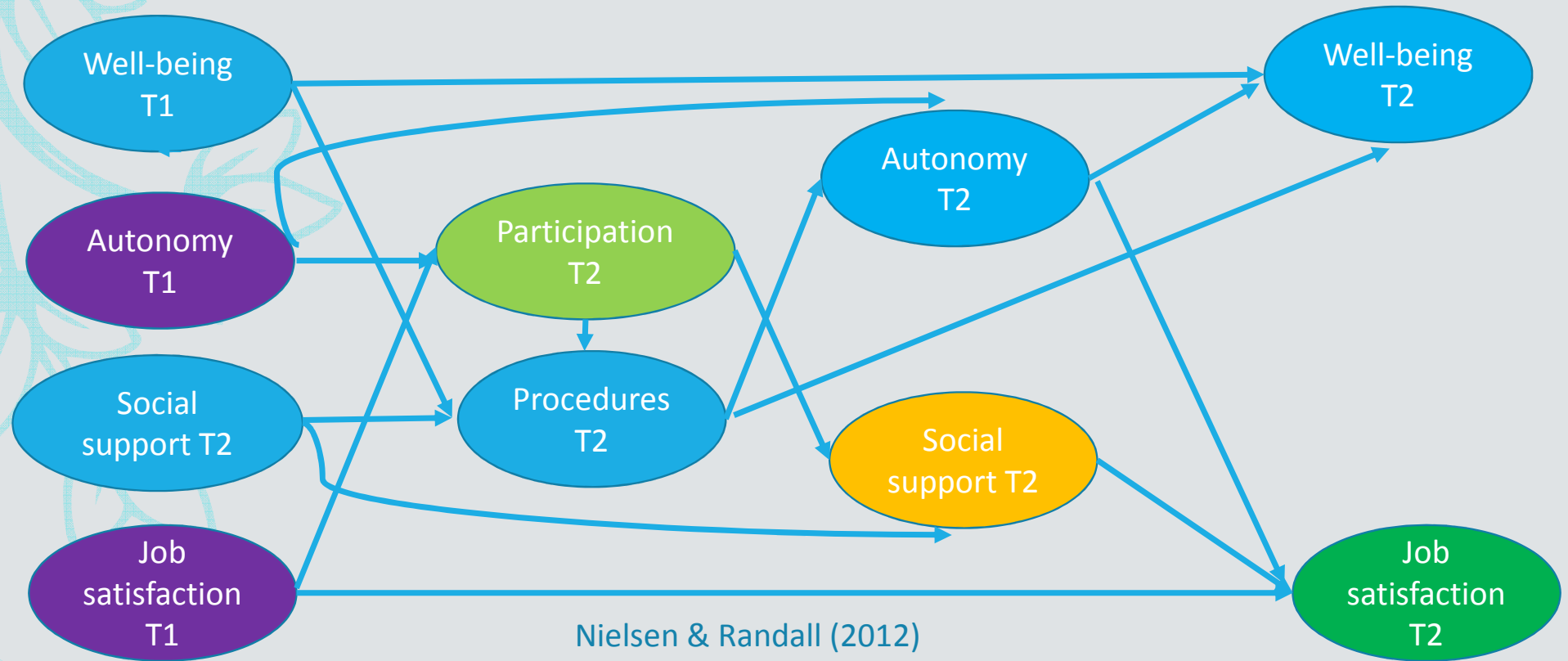
INAIL: 32% of 124 organizations used employee representation, 39% had all employees involved (Di Tecco et al., 2015)

MS: Trade unions played a major role (Mellor et al., 2011)

Employee representation sufficient because these sought information from colleagues when necessary (Framke & Sorensen, 2015)



Participation 1





Key Principle 2: Management Support

All methods: Senior management, WP and MS: Line managers

(MS): Management important (Mellor et al., 2013; Framke & Sorensen, 2015)

Open to critique and dialogue, pursue progress (Jenny et al., 2014)

Initial management support insufficient (Greasley et al., 2015)

Line managers need to provide vision and prioritize project (Ipsen et al., 2015)

Managers negative role models: working overtime (Lingard et al. 2012)



Key principle 3: Fit

No methods recommend a one size fits all

MS: HSE Indicator Tool not relevant – senior managers are the stressed (Biron et al., 2010)

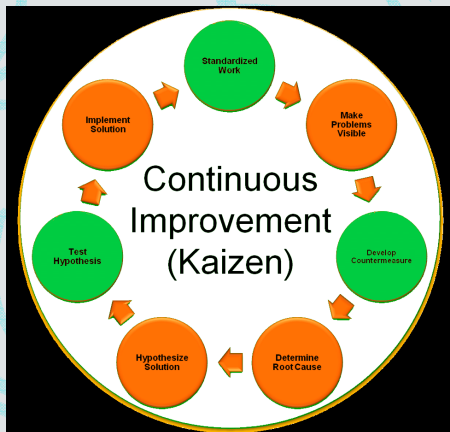
Fitting IT time scheduling intervention to the organizational context (Albertsen et al., 2015)

A: Downsizing meant people called in at short notice and system was cancelled

B: System supported existing procedures

C: Management introduced a “buffer zone”

Integration of Kaizen and OSH using existing procedures (Augustsson et al., 2015; von Thiele Schwartz, accepted)





Different
organizations



Different
problems



One solution



Few positive
results



Different
organizations



Different
problems

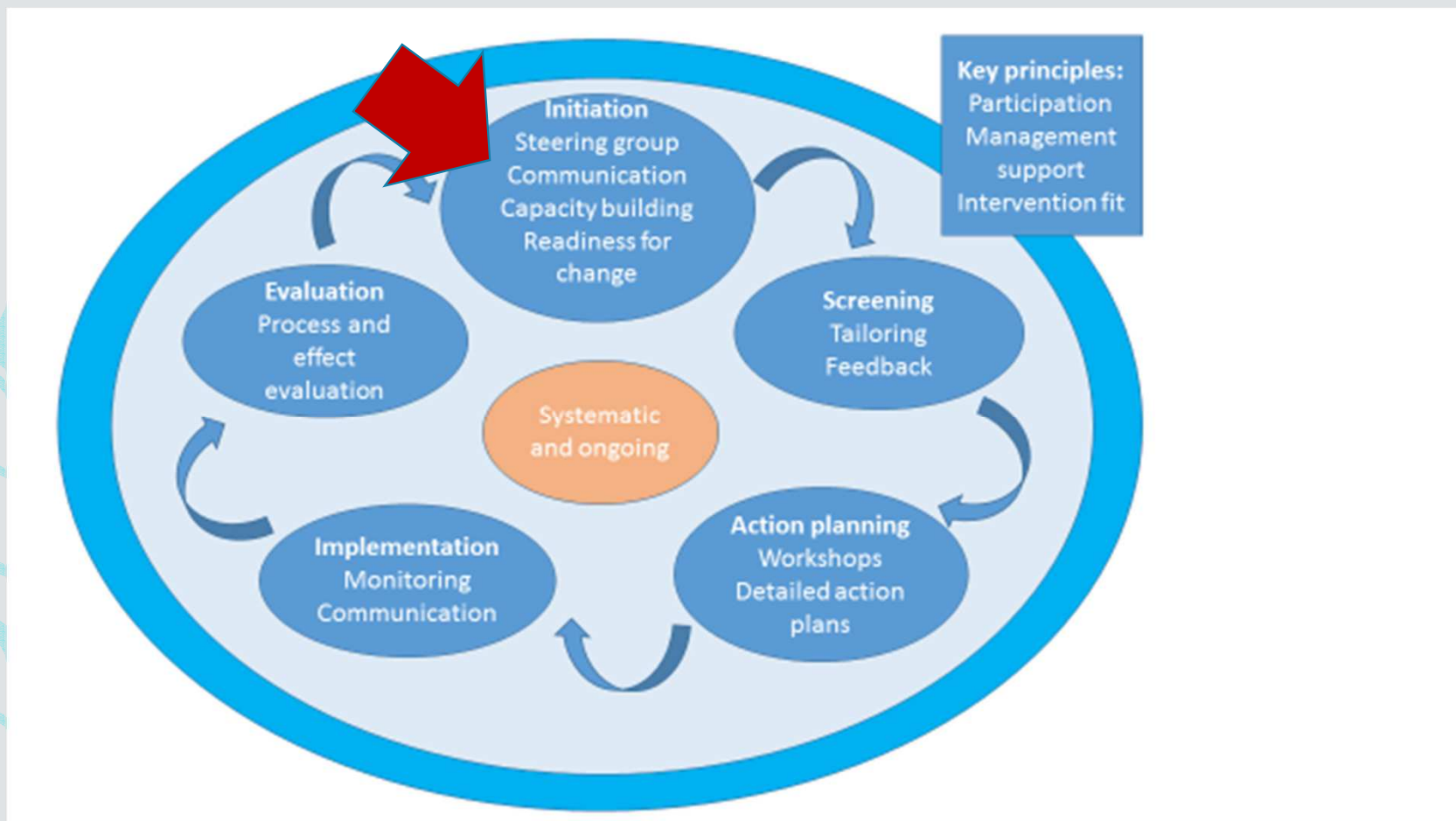


Different
solutions



Many positive
results

Stress management model



Initiation 1: Steering group

Steering group (INAIL, MS, WP, CS, START)

- Employees, managers, HR, occupational health

Health and safety committee and work groups (SOBANE)

Project champions/coordinators

(MS): Steering group essential, mix works best (Mellor et al, 2011, 2013; Weigl et al., 2013; Jenny et al., 2015)

SOBANE: Coordinator: 51% internal consultant, 28% employer, 21% external consultant (Malchaire, 2004)

Consultants take charge (Framke & Sorensen, 2015)

Lack of alignment between key stakeholders: HR, LM, SM (Hasson et al., 2014b)

Internal project champions work if they have the necessary skills and are trusted (Ipsen et al., 2015)



Initiation 2: Capacity building

Readiness for change – training (INAIL, CS)

INAIL: 74% provided training as supplement (Ronchetti et al., 2015)

Training supports intervention (Nielsen et al., 2010, 2015; Nielsen & Daniels, 2012)

Shared understanding of existing learning climate leads to good results (Hasson et al., 2013, in press)



Initiation 3: Communication

Communication strategy: who communicates what to whom and how (INAIL, MS, WP)

Lack of communication about roles and responsibilities (Augustsson et al., 2015)

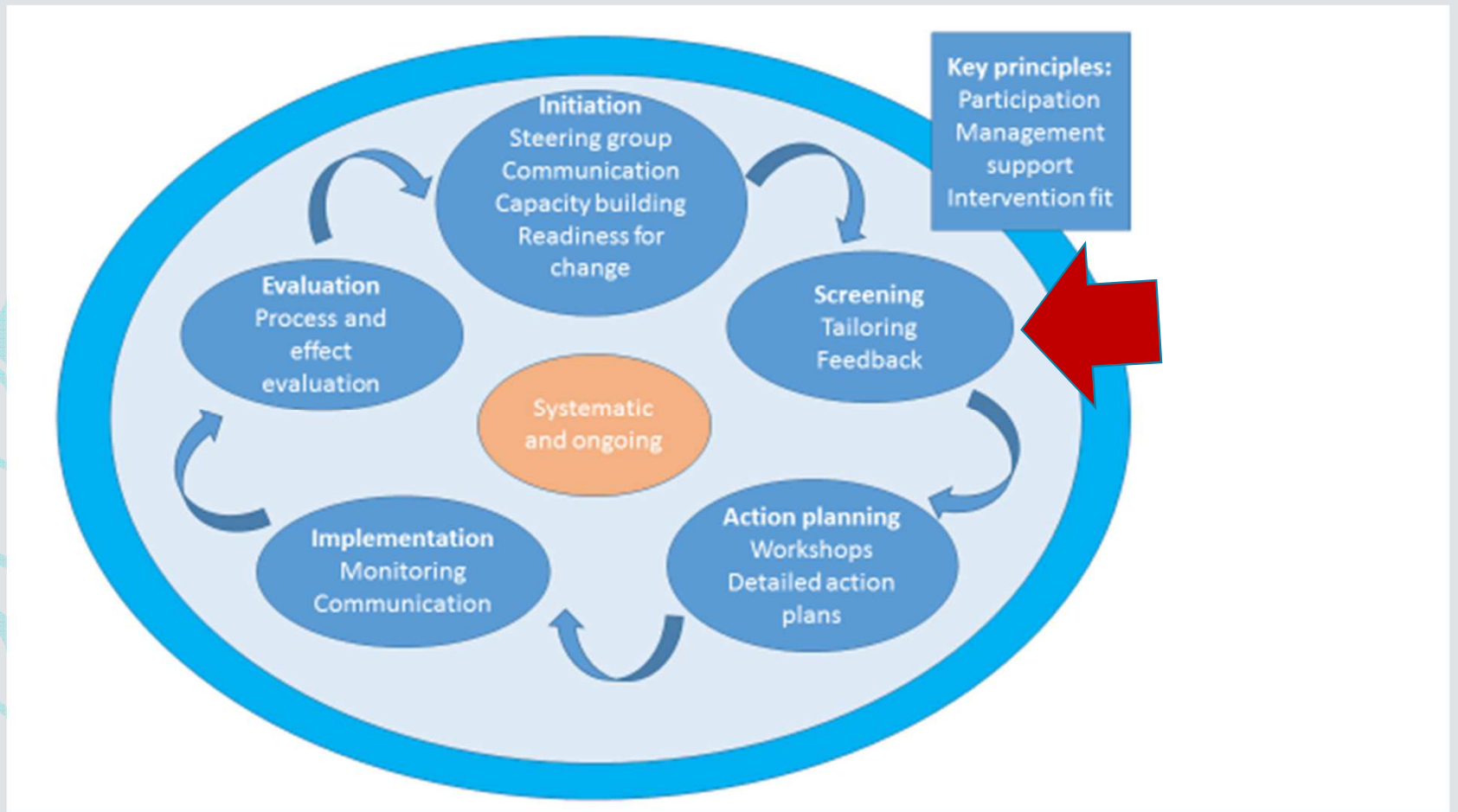
Not aware of support available through OH consultants (Aust et al., 2010)

Tailored approach to communication results in lack of profile (Jenny et al., 2014)

No formal package makes it difficult to get an overview for newcomers (Lingard et al., 2012)

Visualization tools help keep up momentum (Ipsen et al., 2015)

Stress management model



Screening

HSE Indicator Tool supplemented by organizational and qualitative data (MS, WP, INAIL)

Tailored questionnaire (START)

Qualitative (SOBANE – 18 general risk factors, three of these psychosocial: Deparis guide)

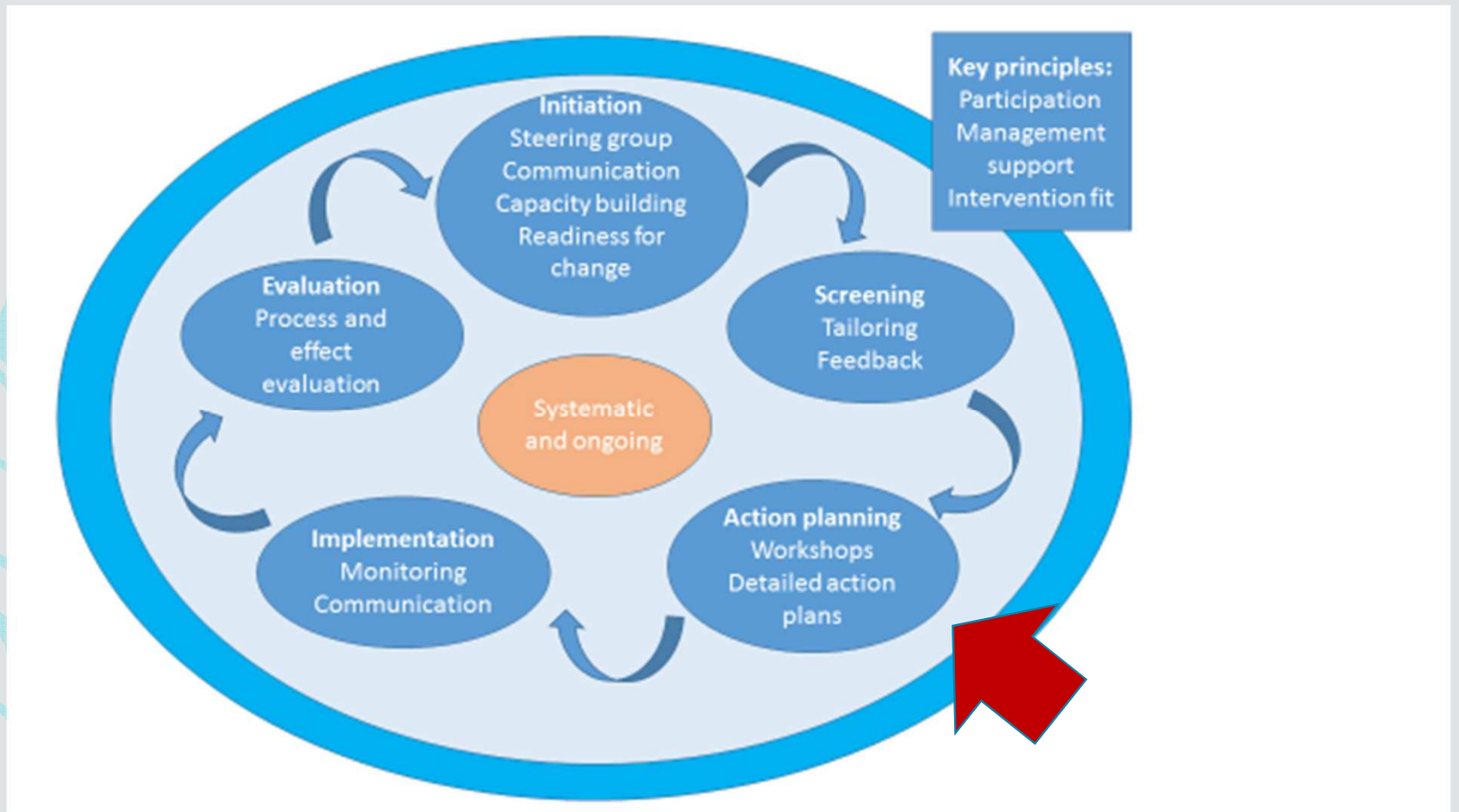
INAIL, MS: Limited full use of Indicator Tool (Di Tecco et al., 2015; Mellor et al. 2013)

SOBANE: 96% found Deparis guide useful to develop solutions (Malchaire, 2004)

Difficult to understand results without consultant's help, time lapse (Jenny et al., 2015)

Tailored questionnaire: local context, detailed action plans, ownership (Nielsen et al., 2014)

Stress management model



Action planning 1

Guidelines for developing action plans based on dialogue

Who does what and when?

Employees suggest improvements but no decision latitude (MS, START)

INAIL: 52% of organizations developed action plans (Ronchetti et al., 2015)

SOBANE: More than ten action plans per meeting, 87% reliable method (Malchaire, 2004)

Focus on primary task lead to action plans (Framke & Sorensen, 2015)

15% positive about action plans, 17% negative – failed intervention (Aust et al., 2010)

Action planning 2

Focus groups or workshops to develop action plans (all methods)

MS: Workshops time consuming (Mellor et al., 2013)

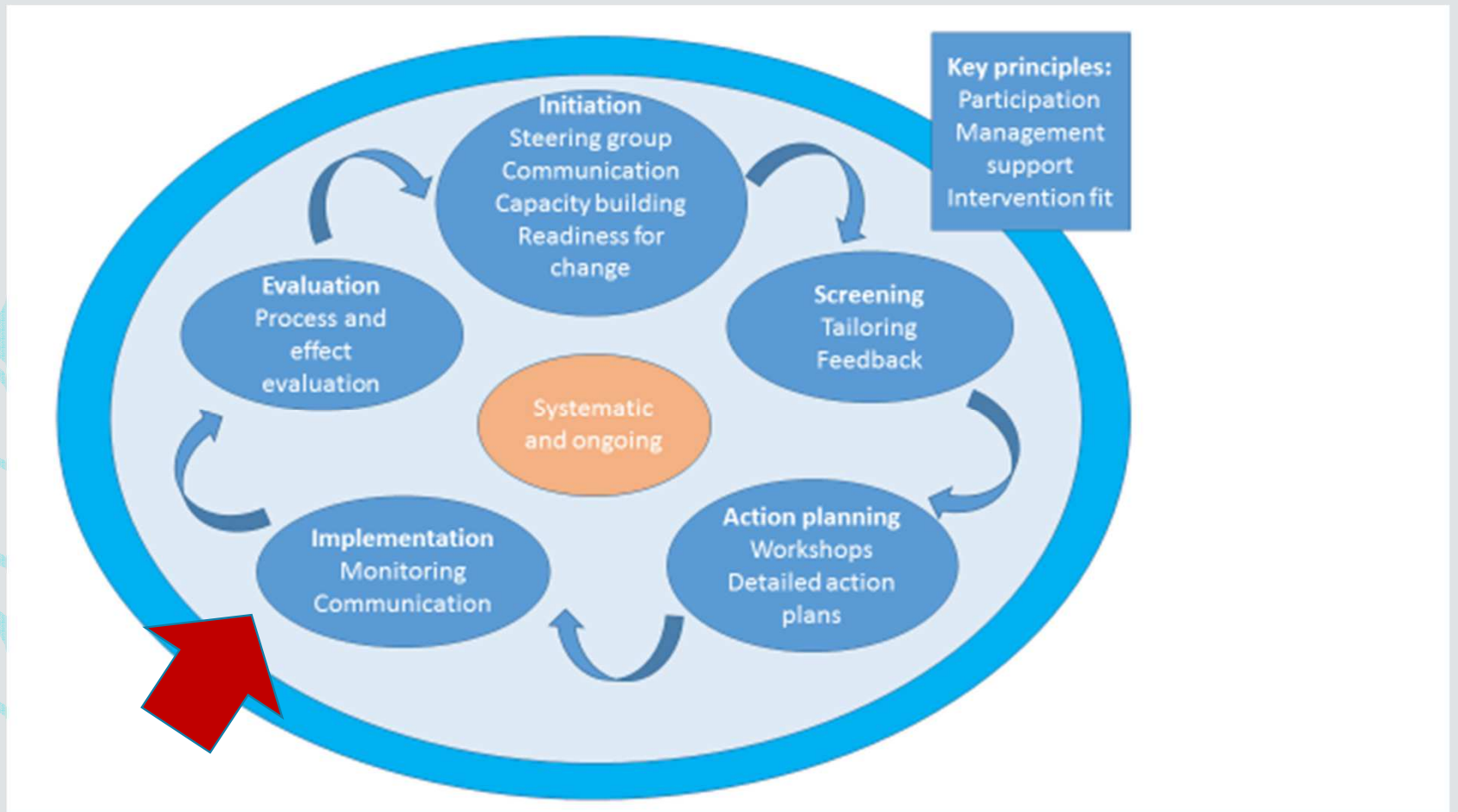
MS: Senior management developing action plans – lack of success (Mellor et al., 2013)

Workshops problematic when management was present because it prevented voting (Ipsen et al., 2015)

Lack of participation in workshops was related to less agreement with action plans and limited engagement in evaluation workshops (Poulsen et al., 2015)

Participation in workshops leads to sense of community (Saksvik et al., 2015)

Stress management model





Implementation

Monitor implementation (CS, MS, START)

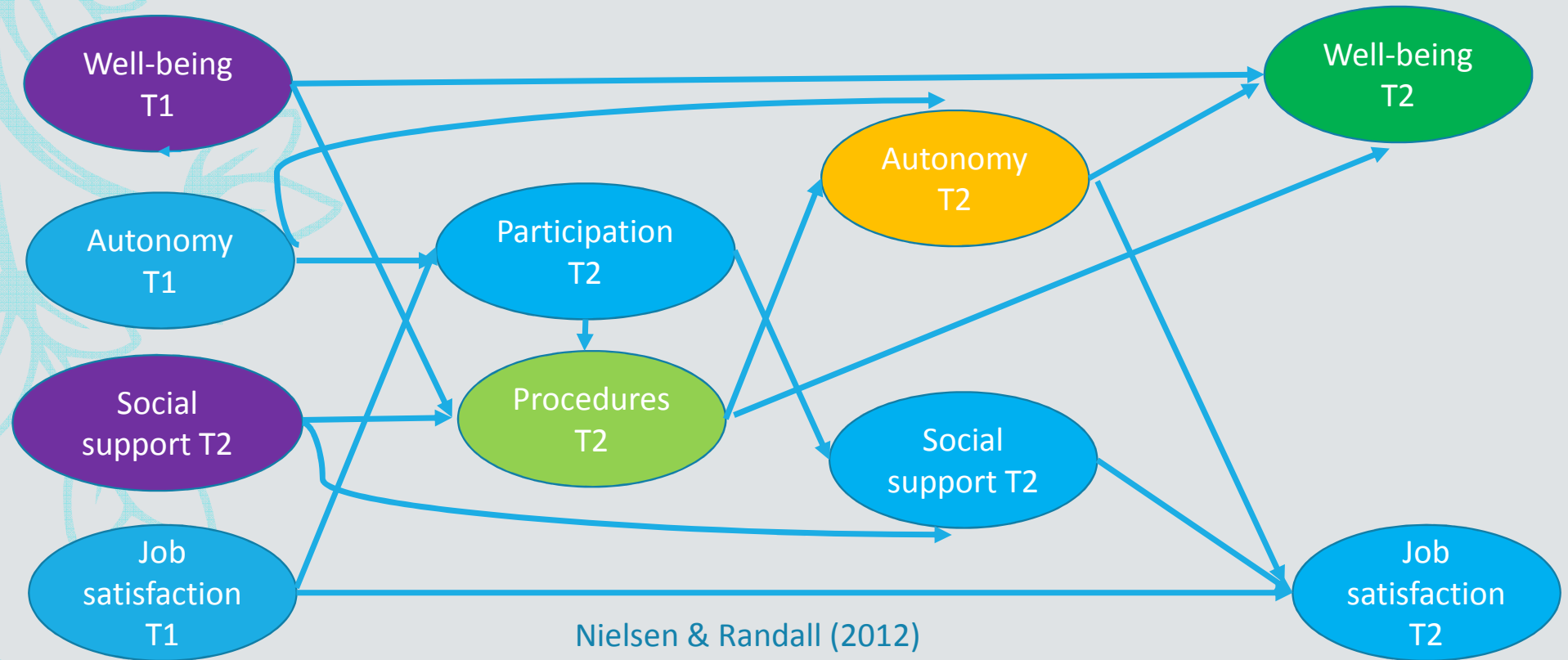
Line and senior managers instrumental (Augustsson et al., 2015; Mellor et al., 2013)

Team level implementation important (Mellor et al., 2011)

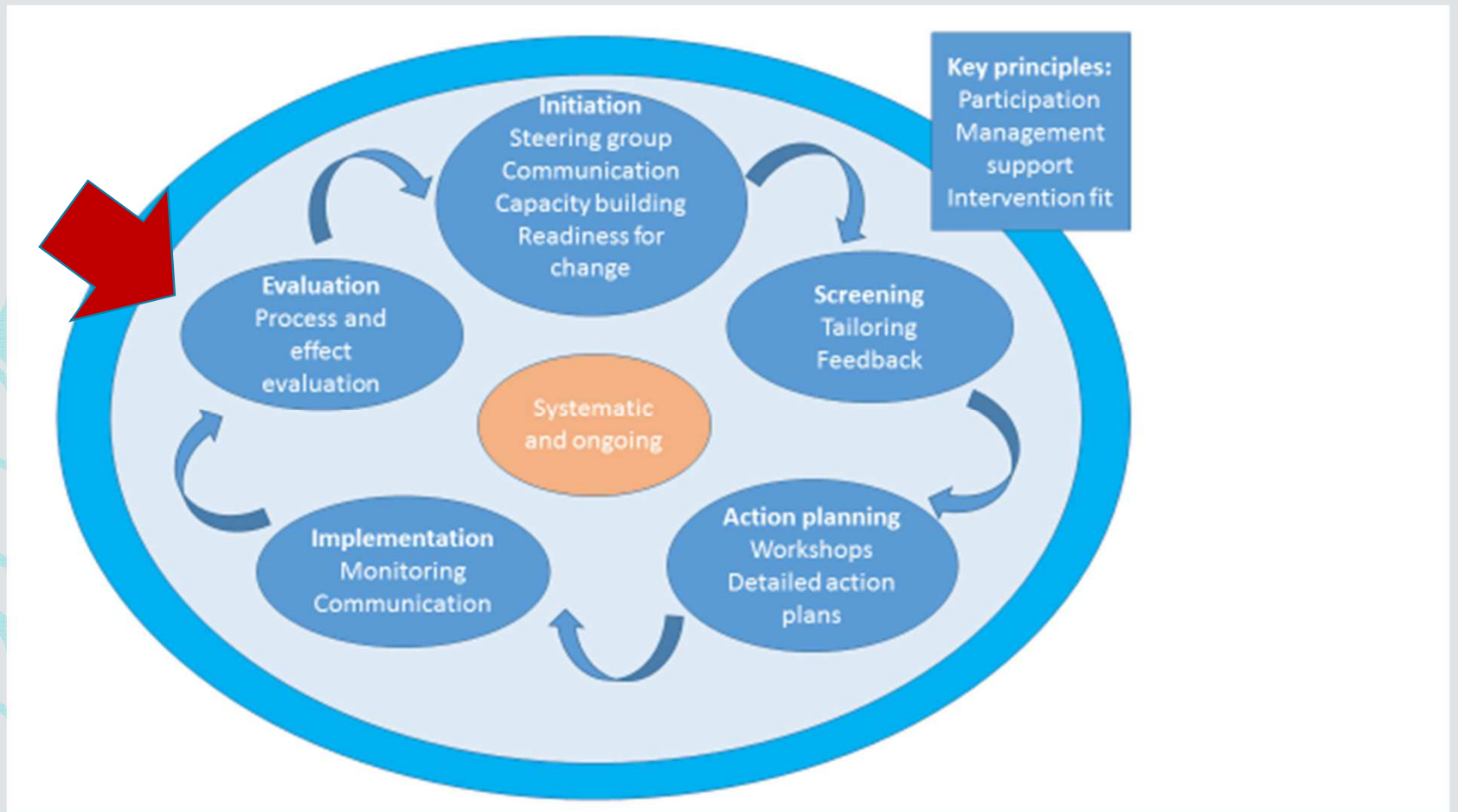
Senior managers need to support line managers (Aust et al., 2010)

Changes being implemented and perceived as improving working conditions also result in improved working conditions and well-being (Hasson et al., 2014a)

Implementation



Stress management model





Evaluation

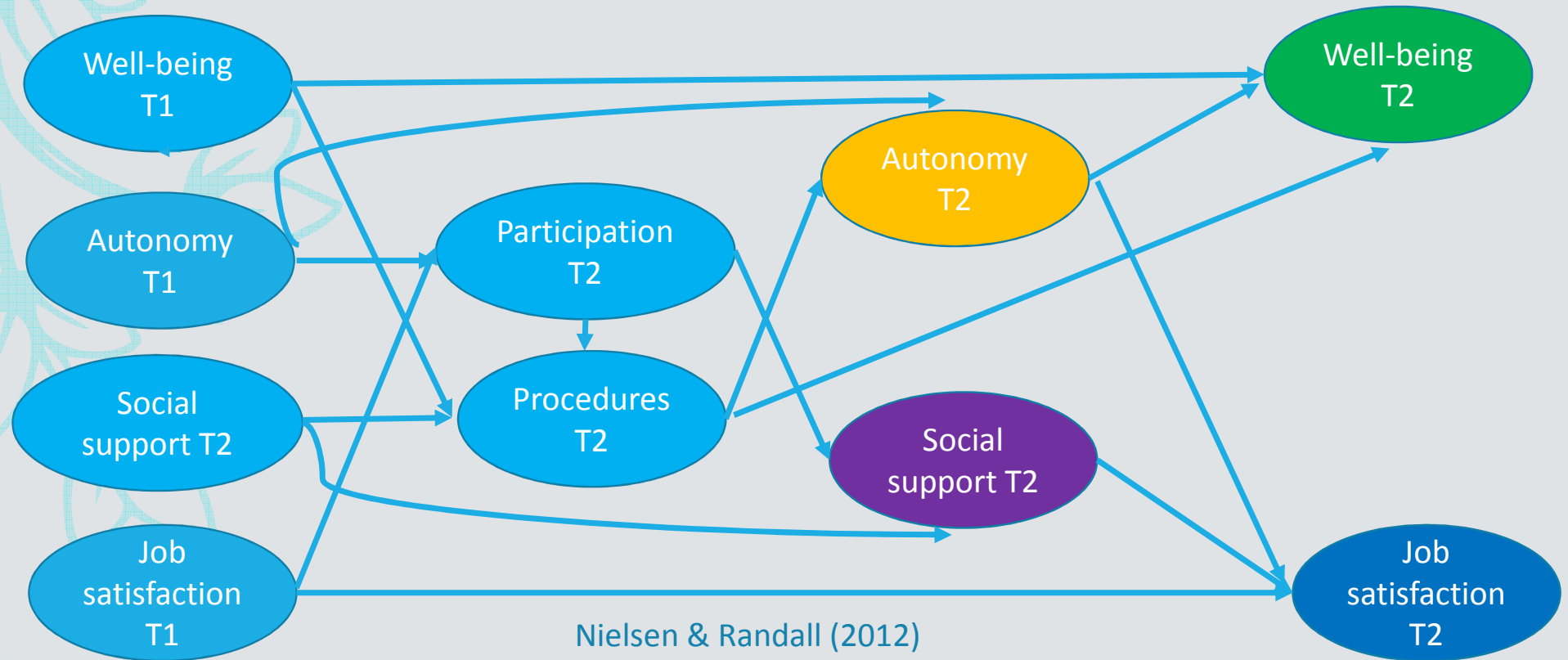
Process evaluation (CS, SOBANE, INAIL, MS)

Effect evaluation (CS)

Chronicle workshops effective (Poulsen et al., 2015)

Chain of effects (Holman & Axtell, 2015, Nielsen & Randall, 2012)

Chain of effects





Implications for practice

Fit the intervention to the organization – but develop tailored strategy

Management is important – both line managers and senior managers

Participation is important – use of expertise and creates ownership

Preparation – involvement through steering groups and develop communication plans

Tailor screening – but make it simple

Action planning – involve employees

Implementation – management and monitoring

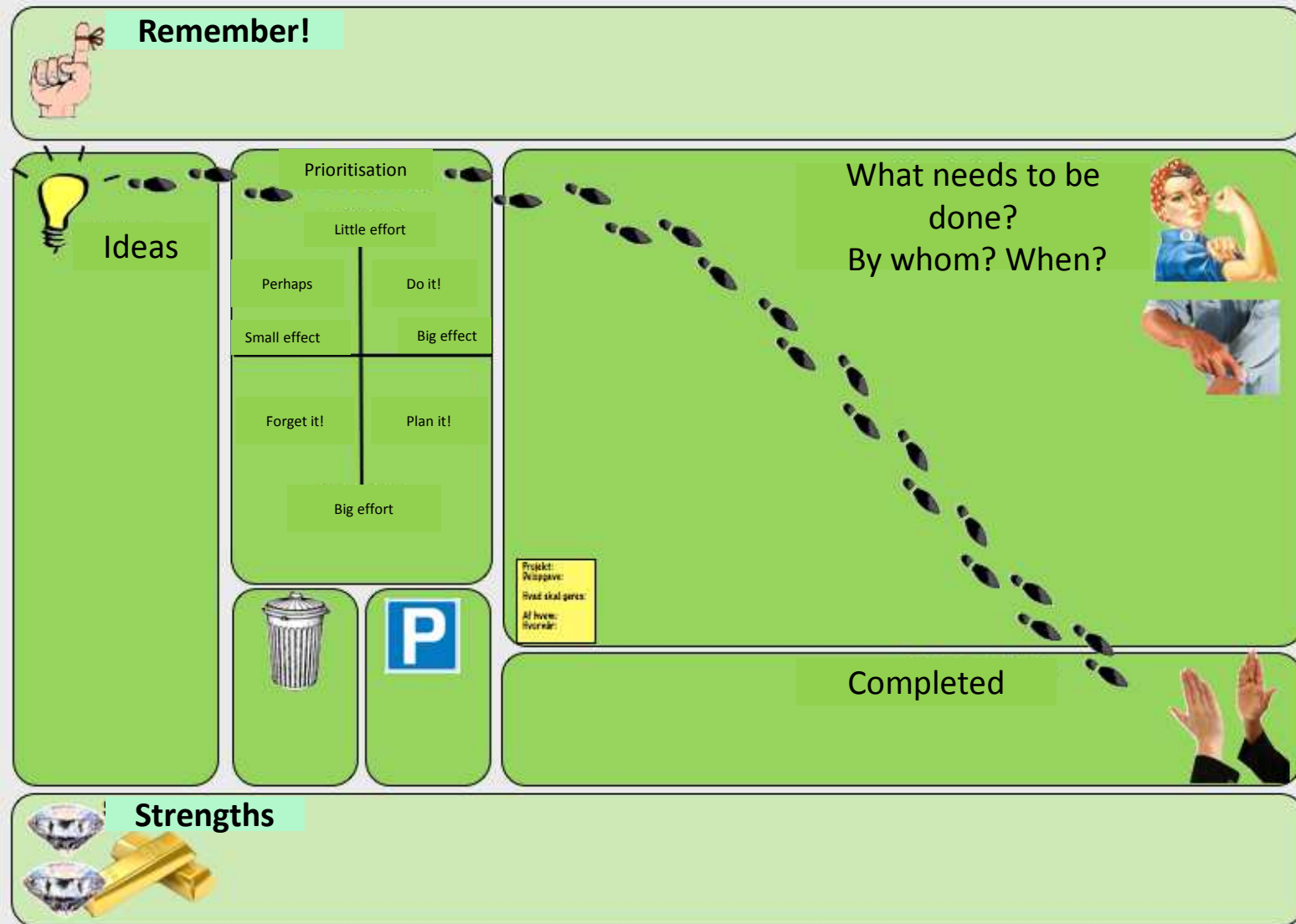
Evaluation – integrate into existing practices



Implications for research

- Overall support for models
- Develop tools that can help organizations
- Ongoing process evaluation – and feedback: ICT
- Sophisticated evaluation designs: Integrating effect and process evaluation
- CMO-configurations – what works for whom in which circumstances?

Example of tool





Thank you for
your attention!

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