

# TU311

## A Global Model for Psychological Health & Vitality in Organizations

How healthy is your company?

How to convince managers of the benefits  
of psychological health protection!

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### Learning Objectives:

- After participating you will be able to include a **holistic health management** perspective in your work.
- Therefore you take home a self-explaining, model-supported easy to interpret **company evaluation tool: psy.Risk® - 10 sources of multiple stress at work.**
- The test is evidence based and **valid.**
- For **case studies** you are given **checklists** to screen the level of resultant and illness and health disorders (employees burnout, job resignation, workaholism, bullying). You can them easily interpret and use them for your own examples.
- Besides this you take home psy.Res® - a **complex model for increasing psychological and physical health and vitality of the organization and its people.** In its architecture this model is a **programmatic concept.** Companies you advise can easily follow the included program to further develop their organizations.

## Introduction

The forced competition of global markets is obviously leading to higher demands being made on leaders and employees. In the long run company-members will not be able to withstand these pressures without negative health-consequences such as stress and its long-term results, e.g. employee burn-out, depression and anxiety-disorders, violence and bullying, abuse and addiction, job resignation and absenteeism. In Germany, for example, typical psychosomatic and also, more recently, mental illnesses dominate the list of company members related illnesses. Companies need to cushion the pressure and protect their most valuable resource: the health and the motivation of their people and the health of the social organism that is forming and developing when people start networking with each other.

This is why modern Organization Development approaches include the implementation of Health Management Systems. The first step in this direction is to make managers and employees aware of the relevance of this theme for the future of their companies.

In our workshop you get

- a global view on organizational fitness – their risks and their resources
- a screening to analyse the fitness of your organisation
- a procedure to sensitize company-members in company-health issues
- a vision about a new structure and new functions in sustainable companies ready for future

### About the presenter:

**Ulla Nagel** was raised in East Germany and is the founder (1992) and owner of IPU Dr. Nagel & Partner Company - Innovative HRD and Business Development. She has a degree in Psychology (1980), a PhD in Industrial Psychology (1985) and post-graduate degree in Clinical Psychology and Psychotherapy, Behavioural Training and Organization Development. Her company conducts research in industrial projects. At this stage the main issues of her research and her consultations are health related prevention and development of health resources in organizations. Therefore IPU cooperates closely with the Occupational Health and Safety Associations (governmental insurances) in Germany. The work is focused on supporting organizational learning to create a healthy work place culture and prepare for the “age of access”. She is member of the Executive Board of the International Organizational Development Association IODA.



## Case studies: Employee Burnout?

Please read and discuss the described situation in your team. Answer the questions and share your experiences about how companies you work for/with deal with this issue.

### **Case 1: "New blood in the company"**

For some time now, Markus S. has been working in the field of energy production as a Work Safety Specialist. During his job interview, he was told that the management expected him to bring "new blood" into the company. The management's twofold. First it wanted to eliminate the causes of process errors in order to decrease outages per 1 million working hours by 20%. It also wanted to improve the figures concerning work safety: namely, to cut down the number of accidents per 1 million working hours from 12 to 6.

For Markus S., this challenge was a great opportunity. At first, he had a handful of new ideas on how to improve the process of work and work safety. He submitted these ideas, recommended specific time plans for organization and safety discussions. He also sought the possibility to discuss these topics in personally with his boss, the company's chief safety officer.

His colleagues' opinions were divided. Some of them thought that it was about time things were changed in the company, while others believed that this was all just a futile and fruitless effort. These reactions did not upset Markus S. He drew up several concepts and even sacrificed his free time to do it. He contacted colleagues in different departments and proposed the creation a working team hoping to get recognition from his boss.

However, his efforts did not bring the desired results. Markus S. did not win either his boss's attention or recognition. Instead, the planned discussions were often cancelled on very short notice and without any evident reasons. Most of the time, personal conversations with his boss were either postponed or never took place. The wished-for success did not come. Markus S. felt like a loser and tried to identify what it was that he did wrong. Why didn't his boss take notice of all his efforts?

Markus S. doubled the intensity of his endeavour. Very often, he was the last to leave the office. At times, he even worked on Sundays. His goal was to submit a complete analysis of dangers and then present suitable measure packages aimed at solving and preventing potential threats. Three days before he was to submit everything to management, he was informed that the project seeking to present a comprehensive assessment of threats and dangers should be temporarily abandoned. The present priority is ergonomic examinations of top management workplaces where computer screens are used.

By now, the colleagues of Markus S. had been observing changes in his character for some time. Once committed and willing to take part in every discussion, he was now becoming more and more passive and introverted. There were times when he spoke about his work with a great deal of cynicism: "What we're doing here is just activity therapy anyway!" At a party he has had spoken badly about the company. He was losing his confidence day by day. Recently, he was asked to deliver a presentation without any preparation. He started stuttering like a schoolboy who was unprepared for his exam. He had also been late for three team meetings this month and forgot a very important deadline. Sometimes he is sitting at his desk but it seems as if he is not really present.

Markus S. seems to be withdrawing himself from all company activities. He didn't initiate contact with his colleagues and avoided conversations. Oddly enough, he didn't even give a contribution when a birthday present was bought for colleague. He appeared disinterested and in some sense without feelings.

Lately, he had been making many mistakes at work, something which for him “Mr. Accurate” was strictly out of the question. When his boss admonished him for that, Markus S. fell sick.

His colleagues are worried. They have noticed that Markus is no longer the same person he was a year ago. However, they are helpless and don't know how they can help him. His boss thinks that they should not play the “Good Samaritans”; after all, nothing superhuman has been expected from Markus S.: Everybody must do the work that is required from him.

Which psychological phenomena have you observed?

What is the cause of this development?

What advice would you give to Markus's and to his boss? Elaborate the individual solutions.

### **Transfer and sharing:**

How does your company or the companies you consult deal with the issue “burnout”?

## Checklist: Burnout

No.	Behavior of the employee	applicable
1	is withdrawing from the team.	<input type="checkbox"/>
2	appears to be disturbed.	<input type="checkbox"/>
3	barely speaks with his/her colleagues.	<input type="checkbox"/>
4	expresses a disappointment with his/her work.	<input type="checkbox"/>
5	is cynical.	<input type="checkbox"/>
6	gets easily angry and irritated.	<input type="checkbox"/>
7	talks adversely about his superiors and colleagues.	<input type="checkbox"/>
8	gets overloaded with tasks more quickly than before.	<input type="checkbox"/>
9	performs tasks only with aversion.	<input type="checkbox"/>
10	is frequently late.	<input type="checkbox"/>
11	is frequently ill.	<input type="checkbox"/>
12	smokes or drinks much more than some time before.	<input type="checkbox"/>
13	appears to be absent in thoughts.	<input type="checkbox"/>
14	takes frequent breaks.	<input type="checkbox"/>
15	often complains about numerous physical problems.	<input type="checkbox"/>
16	is depressed.	<input type="checkbox"/>
<b>Total</b>		

### The result → Count the positive answers together!

10 - 16 points	This is with the utmost probability the phenomena of employee burnout. A consultant is needed immediately. This employee may have serious problems.	☹
5 - 9 points	Early warning signals tell: There is something out of order. Reflect about the situation: What is wrong: a no rewarding leadership style, a team that doesn't give any support, extreme high requests and targets etc.? There must be talked to the employee. A medical doctor, an external consultant, for instance an organization psychologist, can help and find the right preventive strategy.	☺
0 - 4 points	There is no irregularity noticeable. But analyse the reasons of these answers! Check out what's behind the marked items? Talk to the employee.	☺

## Case Studies: Bullying?

Please read and discuss the described situation in your team. Answer the questions and share especially your experiences about how companies you work for/with deal with this issue.

### **Case 2: "Degradation During holiday"**

After two weeks off Otto V., an engineer, returned to his office. He noticed that somehow, the mood did not seem to be all right.

A colleague from the next department sat at his desk. She was embarrassed: "Sorry, the boss wants me to do your job in the future and you are to work in the archive. He presented a letter on the table saying, you do not do your job properly. Allegedly, he saved you from being transferred to the branch in L.!" "You've always been the thorn in his side, we all know it. And being a coward, he acted when you were on holidays. Go and ask him!"

Frustrated and angry, Otto wanted to speak to his superior, but he could not get through the receptionist: "No, I cannot arrange an appointment for today."

The Archive! There is nothing more boring in the world than the archive! He wanted to work in the construction, be involved in negotiations with customers, and not in administration! And the place in the basement is very uncomfortable: dark, smelly, and draughty.

Otto's boss is a low voice tyrant, i.e. he does not yell, but the majority of people do tremble in his presence. The approach he applies is a cold shoulder, his punishment – no communication. "I never was one of those who got petrified when he entered the conference room. And I also disagreed if he represented an opinion I did not like", said the relegated.

Otto had the feeling of being the victim of the worst bullying, and he decided to approach the works council. There he was told: "It is almost impossible to proceed against him, the board of directors like him too much." He considered the option of giving a notice, but then he thought of his family... Furthermore, he was not the kind of man who runs away. He wanted to fight.

Otto got worn out by the fight. He felt useless and pushed-away; however, he used all his power to pretend being cool. Only his wife knew about his distress: sleep, stomach, and digestion disorders, as well as loss of potency. Due to the significant loss of weight he had to see a physician. He became a long-term patient.

And as the time passed by, Otto did not want to talk to the tyrant anymore; he did not have the energy.

His colleagues try to comfort him: "Just sit it out, he can't stay forever."

They believed this was the way Otto took revenge on his degradation. And he led them believe it. This made him a kind of hero in their eyes. Later on he realized he did not act appropriately. Actually, it was naive, as his absence came in very handy to his boss. Potentially, his boss may have had used it as a grounds for firing him.

The boss is not a very openly assertive person. Instead, he always bullied in a sneaking and cowardly manner so that it was not perceived – even by the victims themselves. Then suddenly, the victim is brutally ambushed.

Fortunately, thanks to the works council helping the company management took notice of the issue after nine months. A poll among the employees resulted in the worst scoring of their superior in terms of the assessment of his managerial skills. More attention was paid to the case. And the superior had to leave. A new man has been appointed who understood how to appreciate the value of co-workers.

The atmosphere in the construction department improved instantly. It took some time until Otto could truly rejoice: Otto was simply too worn out.

1. Is this a case of bullying or only a bad leadership style? Please state the reasons for your answer.

2. What was the bullying focused at in case of Otto?

3. Which stages can you see in the process of the bullying? (Checklist bullying N°2)

4. Did Otto respond appropriately to the bullying? What would you, in terms of your current knowledge, do differently?

### **Transfer and sharing:**

5. How does your company or the companies you consult deal with the issue of "bullying at work place"?

## Checklist 1: Bullying Attack Directions

<b>Inter-human Communication</b>		<b>Applies</b>
1	The superior(s) restricts the possibilities of commenting	<input type="checkbox"/>
2	Frequent interruptions	<input type="checkbox"/>
3	The colleagues restrict the possibilities of commenting	<input type="checkbox"/>
4	One is often shout at or insulted loudly	<input type="checkbox"/>
5	Constant criticism of one's work	<input type="checkbox"/>
6	Constant criticism of one's private life	<input type="checkbox"/>
7	Phone terror	<input type="checkbox"/>
8	One receives verbal threats	<input type="checkbox"/>
9	One receives written threats	<input type="checkbox"/>
10	Contact-denial through deprecatory looks or gestures	<input type="checkbox"/>
11	One feels the contract-denial through insinuations - without saying something explicitly	<input type="checkbox"/>
<b>Total</b>		<b>... of 11</b>

<b>Social Relations</b>		<b>Applies</b>
12	Nobody talks to the bullying-victim	<input type="checkbox"/>
13	The colleagues do not allow others to approach (address) them	<input type="checkbox"/>
14	One gets relocated to a room aloof from the colleagues	<input type="checkbox"/>
15	The colleagues are forbidden to approach the "victim"	<input type="checkbox"/>
16	One gets treated as if not existing	<input type="checkbox"/>
<b>Total</b>		<b>... of 5</b>

<b>Social Recognition</b>		<b>Applies</b>
17	The other libel the victim	<input type="checkbox"/>
18	Rumours are being spread or the bullying victims are mocked and ridiculed	<input type="checkbox"/>
19	They suspect a person of being mentally ill	<input type="checkbox"/>
20	One is forced to undergo a psychological/psychiatric examination	<input type="checkbox"/>
21	The jeer about one's handicap	<input type="checkbox"/>
22	They mimic one's walk, voice or gestures - in order to mock this person	<input type="checkbox"/>
23	They attack political or religious attitudes	<input type="checkbox"/>
24	One's private life is ridiculed	<input type="checkbox"/>
25	One's nationality is ridiculed	<input type="checkbox"/>
26	The victims get forced into tasks hurting their self-esteem	<input type="checkbox"/>
27	One receives wrong and offending job assessments	<input type="checkbox"/>
28	Decisions are questioned	<input type="checkbox"/>
29	One receives obscene or degrading reproaches	<input type="checkbox"/>
30	Physical or verbal sexual harassment	<input type="checkbox"/>
<b>Total</b>		<b>... of 14</b>

<b>Task Manipulation</b>		<b>Applies</b>
31	One gets no working tasks assigned at all	<input type="checkbox"/>
32	One is taken away work, so that he/she even cannot invent new tasks	<input type="checkbox"/>
33	Useless (irrational) orders are issued	<input type="checkbox"/>
34	One gets assigned tasks deep bellow one's abilities	<input type="checkbox"/>

35	One gets assigned constantly new tasks	<input type="checkbox"/>
36	One gets assigned "offending" tasks	<input type="checkbox"/>
37	One gets assigned tasks exceeding one's real qualification - in order to compromise him/her	<input type="checkbox"/>
Total		... of 7
<b>Health</b>		<b>Applies</b>
38	One gets forced to perform health-damaging tasks	<input type="checkbox"/>
39	Threat of physical violence	<input type="checkbox"/>
40	Application of "soft" violence in order to give somebody an object lesson	<input type="checkbox"/>
41	Physical abuse (torture)	<input type="checkbox"/>
42	They cause expenses in order to harm the victim	<input type="checkbox"/>
43	Material damage caused at home or at the workplace	<input type="checkbox"/>
44	There are sexual "attacks"	<input type="checkbox"/>
Total		... of 7

## Evaluation

Please, sum up the score of all fields:

Score achieved	Interpretation
up to 6 points	Occasionally - conflicts and aggressions occur everywhere. But nevertheless, one should not put up with the aggressive behaviour of colleagues and superiors. A feedback to the "originator" should follow promptly and demonstrate that the affected person is willing to assume the "victim role".
6-11 points	The examined working environment is principally violent. There are prerequisites for the arising of bullying behaviour. The warning symptoms should be taken seriously. The first step is information and enlightenment about the bullying phenomenon and its prevention possibilities.
11-22 points	We can assume the presence of bullying with high probability. One should not let too much time pass by - and make that theme public. Recommendable are information and enlightenment through team-events dealing with the bullying phenomenon and its prevention possibilities. We also recommend the involvement of a team-external mediator.
23+ points	Here we are faced to typical bullying! We should assume that bullying has reached a rather "developed" (i.e. serious) stage here. This calls for immediate action. External help is inevitable. The first step should be to call in experts, as social advisors, company councils, equal opportunity commissioners, mediators etc.

## Case studies: Internal job resignation?

Please read and discuss the described situation in your team. Answer the questions and share your experiences about how companies you work for/with deal with this issue.

### **Case 3: "Dismal prospects"**

Fabian appears concerned over what is currently happening in his company. He works as CNC-turner at a company manufacturing electrical devices. The company belongs to a large concern. A major consulting company conducts for several days operations analyses. The rumours say that the company is badly off.

Two week later, the concern's management announces changes are about to be made: "Flat Lines should be introduced in the manufacturing process. This implies that several jobs will be "spared". The production manager and the operations engineers will be "made redundant". Foremen will become group-speakers without any responsibility for the staff. Fabian hears his chief sighing: "All this burdens his shoulders now: the planning, preparation, coordination, problem-fixing, agreements, settling, cost-control and one wants to talk also to the people there!"

A management development programme is supposed to help the chiefs to cope with the increased responsibilities. After its kick-off, the programme becomes victim to cost cutting of the new Commercial Manager. One has to cope with it. A new Operations Manager, being in charge of several plants, seems to wind-up the company. Nobody knows any details.

The mood in the company sinks - slowly but steadily. The people start to gossip: "We are about to be fired anyway!" The once very proud staff loses its gloss. In the meantime, everybody fears the future. The chief tries (as usual) to spread some optimism but the workers wave-off. The people do not talk very much - not to speak of even laughing. Kurt, one of the most experienced turns on his lathe a spare-part for his neighbour. Henry returns to his machine ostentatiously slowly, when being reproved by the chief. With the chief just away, they decide to first have a cigarette for the time being".

Fabian has been sleeping badly for some days now and he feels down and dragged. Last week, he got an enteric infection and the week before he got a cold. At work, he does not act as skilful as usual and at home - he is taciturn. Sometimes, he touches his heart-area on the chest. He never felt such stabs before. He fights the apathy he mentally associated with his job. What else could he do? He has 4 children and his wife is heavily impaired. He cannot leave this job voluntarily.

1. What is your diagnosis? What is the basis of your decision?

2. Which long-term risks or impairments could arise from Fabian's working situation?

3. What solutions would you propose? For instance what can Fabian's chief do to improve the situation?

### **Transfer and sharing:**




How does your company or the companies you consult deal with the issue of "Demotivation and internal job resignation"?

## Checklist: Job resignation

This behaviour is typical for Demotivation and Job Resignation:

The employee ...	Yes
1 Refuses to fulfil additional tasks	<input type="checkbox"/>
2 Is very involved in preparing his free time	<input type="checkbox"/>
3 Plays to chiefs and to colleagues	<input type="checkbox"/>
4 Criticizes behinds the backs of the others	<input type="checkbox"/>
5 Doesn't focus career targets – comes across as resigned	<input type="checkbox"/>
6 Doesn't meet his performance targets	<input type="checkbox"/>
7 He keeps out of all, he doesn't argue	<input type="checkbox"/>
8 Times of absenteeism are increasing	<input type="checkbox"/>
9 Doesn't care about the design of his work place	<input type="checkbox"/>
10 Gets more complains from customers and colleagues	<input type="checkbox"/>
11 Follows instructions only unwillingly	<input type="checkbox"/>
12 Pretends to work but deals with private issues	<input type="checkbox"/>
13 Regrets all day that time to leave off work is so far from now	<input type="checkbox"/>
14 Works slowly	<input type="checkbox"/>
15 Interrupts the work often to have a break	<input type="checkbox"/>
16 Works without any joy	<input type="checkbox"/>
17 Keeps distance and pretends harmony and agreement	<input type="checkbox"/>
18 Shift the work load to the next colleagues	<input type="checkbox"/>
19 Plays the game: To act the fool protect against work load	<input type="checkbox"/>
20 Simulates reasons when he made a mistake, is not touched.	<input type="checkbox"/>
$\Sigma$ <b>Yes-points: ...</b>	

### The result → Count the positive answers together!

11 - 20 points	This is with the utmost probability the phenomena of job resignation. A consultant is needed immediately. This organization may have serious problems.	
5 - 10 points	Early warning signals tell: There is something out of order. Reflect about the situation: What is wrong: Leadership style, team climate, uncertainty, fear of the future? There must be talked to the employee/s. An external consultant can find the right preventive strategy.	
0 - 4 points	There is no irregularity noticeable. But analyse the reasons of these answers! What's behind? Talk to the employee/s.	

## Case studies: Workaholic?

Please read and discuss the described situation in your team. Answer the questions and share your experiences about how companies you work for/with deal with this issue.

### **Case 4: “Nothing would work here without me!”**

Heinz B, a 32 years old electrician, is a new employee in the company. To other employees, he gives the impression of being a recluse. At first, his colleagues were in opposition to him. Now, however, this is different. Heinz B. takes on all tasks and works much more than is expected of him. While other employees finish 3 tasks a day, Heinz B. manages 5 to 6 tasks and takes working overtime for granted. He even does the production calculations at home during weekends. His boss, who is predominantly interested in “figures”, has nothing but praise for Heinz B.

This gives Heinz B. great encouragement. He feels he is confirmed in his efforts. From this position, he increasingly criticizes his colleagues for their approach to work – Heinz does not leave even the smallest mistake without making a comment. In contact with his boss and private acquaintances, Heinz B. emphasizes his belief that nothing would work without him. However, he does not mention that he often drinks beer to relax and to come to terms with his internal tensions. He also doesn't mention that he drinks too much coffee or takes psychotropic drugs to overcome tiredness and exhaustion. His cigarette consumption has also increased. More often he has problems with breathing and breaks out in a sweat. His blood pressure is much too high. And when he decides to relax a little bit, he is not able to calm down. When he is not being active for his job he gnaws at his guilty conscience. Then he isn't able to get some sleep. He always postpones his vacations and nobody has ever seen him going out with his family or with friends. He seems to be a loner.

The team members are angry, yet remain quiet because they want to avoid any conflict with their boss. The mood in the team is tense. To colleagues, Heinz appears overly pedantic, aggressive and detached from the real world. What can a person like him enjoy about life? One would not want to be in the position of his family. Everyone is relieved when he leaves the premises.

What is up with Heinz B.? What phenomena have you noticed to confirm your evaluation?

Which risks do you forecast – for Heinz B. himself and for the company?

What action do you suggest next? What can the chief and the colleagues do?

**Transfer and sharing:**

How does your company or the companies you consult deal with the issue “Workaholism” or “Successaholism”

## Checklist 1: Observation sheet Workaholism

	<b>Recognition signs</b>	<b>available</b>	<b>not available</b>
1.	<ul style="list-style-type: none"> <li>The person in question regularly works overtime (at least three times a week)</li> </ul> <p>Explanation: Workaholics extend their working hours at their own impulse and at the expense of their free time.</p>		
2.	<ul style="list-style-type: none"> <li>The person in question works during breaks</li> <li>The person in question takes less time for breaks than the other colleagues</li> </ul> <p>Explanation: Workaholics cannot stop working: they consistently focus on work – they must finish their work under all circumstances; once they start working they find it very difficult to stop.</p>		
3.	<ul style="list-style-type: none"> <li>The person in question performs tasks which are beyond his/her responsibility</li> <li>The person in question performs tasks for which he/she is under-/overqualified</li> </ul> <p>Explanation: Workaholics are unable to delegate work tasks to others. For example, they make photocopies themselves, even though this is the responsibility of the secretary.</p>		
4.	<ul style="list-style-type: none"> <li>The person in question gets lost in individual aspects of a task and spends too much time contemplating details</li> </ul> <p>Explanation: Workaholics have a knack for perfectionism, that is, whatever they do must be perfect.</p>		
5.	<ul style="list-style-type: none"> <li>In presence of others, the person in question says things like: "Without me, nothing would work...", or "If it weren't for me..."</li> </ul> <p>Explanation: Workaholics think they are irreplaceable.</p>		
6.	<ul style="list-style-type: none"> <li>The person in question checks the work results of other colleagues.</li> </ul> <p>Explanation: Workaholics have an exaggerated need to check everything.</p>		

	<b>Recognition signs</b>	available	not available
7.	<ul style="list-style-type: none"> <li>• The person in question is very punctual.</li> <li>• The person in question meets all deadlines.</li> <li>• The person in question complains about the lack of punctuality on the part of other colleagues.</li> </ul> <p>Explanation: Workaholics attach great importance to planning, deadlines and punctuality.</p>		
8.	<ul style="list-style-type: none"> <li>• The person in question complains about changes, e.g. in planning of events and deadlines, in organization layers, etc.</li> </ul> <p>Explanation: Workaholics are not flexible.</p>		
9.	<ul style="list-style-type: none"> <li>• The person in question prefers working alone.</li> <li>• The person in question avoids other colleagues (e.g. prefers to be alone during breaks, etc.)</li> </ul> <p>Explanation: Workaholics prefer social isolation.</p>		
10.	<ul style="list-style-type: none"> <li>• The person in question displays a striking tendency towards alcohol abuse/drug problems → see Checklist Alcohol consumption</li> </ul> <p>Explanation: Workaholics often suffer from several addictions.</p>		

**If you have counted more than 10 points, the workaholism threat is very likely (p.t.o.)!**

**The result → Count the positive answers together!**

6 - 10 points	This is with the utmost probability the phenomena of workaholism. Please call a consultant immediately. The co-worker might become serious health problems if he does not relax and correct his meticulousness.	☹
4 - 6 points	Early warning signals tell: There is something out of order. Reflect about the situation: What is wrong: Leadership style, team climate, uncertainty, fear of the future? Talk to the employee/s and to a consultant to find the right preventive strategy.	☺
0 - 3 points	The persons work behaviour seems to be regular. But analyse the reasons of answers that were counted! What's behind?	☺