


**Ten Key Factors in Building a Psychologically Healthy Workplace**

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- A new, real interest in workplace wellness
- Wellness, not just illness
- Mental as well as physical
- Most approaches look at the outcomes, we look at the inputs



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- Numerous sources today
- Gallup poll
- Research in North America and elsewhere
- Emphasis on positive organizational behavior and positive psychology
- Major psychological and behavioral journals devoted to research on the topic
  - *Journal of Occupational Health Psychology*
  - *Work and Stress*



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**Toward the ten elements of a healthy workplace**



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**1. Transformational Leadership**



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graph TD; A(Transformational Leadership) --> B(Healthy Workplace)
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**1. Transformational Leadership**

- The most widely studied leadership theory in the 1990's
  - Idealized influence
  - Inspirational motivation
  - Intellectual stimulation
  - Individualized consideration
- Affects a diverse array of attitudinal and performance variables



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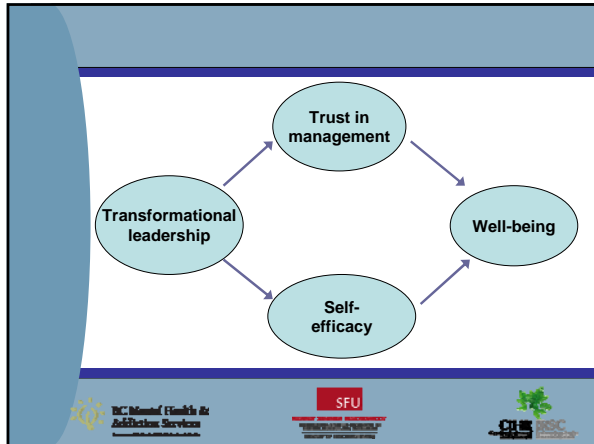
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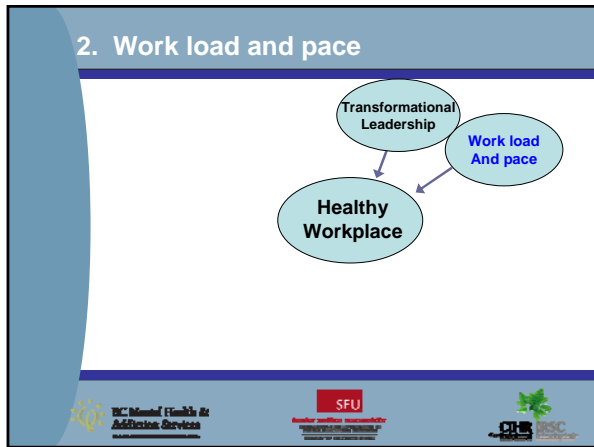
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- ### Work load and pace
- Avoid both overload and underload
  - Demands related to skill
  - Provision to recover from unusually demanding tasks
  - Demands related to discretion

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### 3. Work schedule



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### Work schedule

- Compatible with outside roles and demands
- Rotate in a stable, predictable and forward pattern
  - Offer some form of perceived control

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### 4. Role clarity



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## Role clarity

- Well-defined roles that enhance clarity
- “Tell” people what to do but not how to do it

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## 5. Job future



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## Job future

- In the short term:
  - Is employment security, or job ownership, the answer to job security?
- In the long term, can we get back to career paths?
- The critical ingredient that is missing?
  - Perceived control

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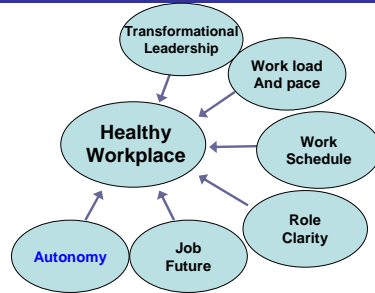
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## 6. Autonomy



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## Autonomy

- “Nobody knows the job as well as the person who does it”
- Effects of autonomy on productivity and well-being have received widespread empirical support
- But autonomy by itself might be dangerous!

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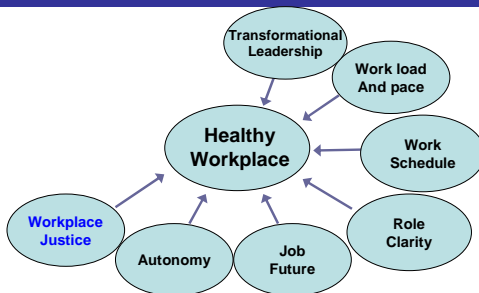
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## 7. Workplace justice



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## Workplace justice

- Different forms of justice
  - Procedural
  - Interpersonal
  - Distributive
- Have widespread effects on productivity, counter-productivity and well-being
  - Do you ever get criticized unfairly?
  - Do you get consistent information?
  - Do you get sufficient information?
  - How often is your superior willing to listen to your problems?
  - Do you ever get praised for your work?

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## 8. Reduced status distinctions



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## Reduced status distinctions

- We send (too) many messages suggesting that some people are “worth” more than others

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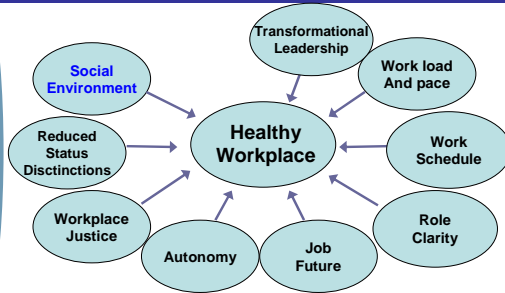
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## 9. Social environment



## Social environment

- "I have a best friend at work"
  - People satisfaction more important than other components
- "People leave because of people"

## 10. Extrinsic factors



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## Extrinsic factors

- Noise
- Heat
- Cold
- The role of perceived control

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## The Ten Elements of a Health Workplace



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## TRANSFORMATIONAL LEADERSHIP

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### Revisiting management (transactional leadership)

- Laissez faire – poor management
  - The best you can hope for is nothing
- Management-by-exception – bad management
  - Generates fear
  - Negative work attitudes
  - Poor well-being and
  - Diminished performance
- Contingent reward – good management
  - Ensures that minimum requirements are met



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### Transformational Leadership

- Aim is to elevate followers (Burns and Bass)
- Charisma
  - idealized influence
  - inspirational motivation
- Intellectual stimulation
- Individualized consideration



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### Unifying new trends

- The old model of transformational leadership emphasized the “heroic” nature of leadership
  - “The power of one”



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The old model of transformational leadership focuses on the role of the leader



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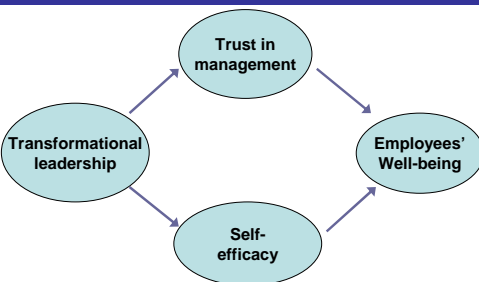
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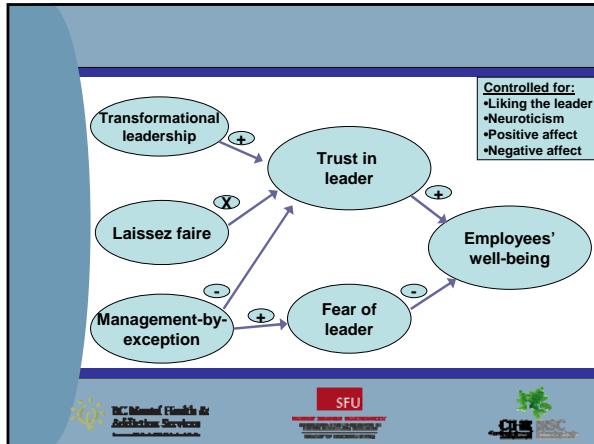
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The new model of transformational leadership focuses on the role of the followers

- The new model of transformational leadership is truly follower-centric
  - Humility
  - Values
  - Concern for others

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Thank you!

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