

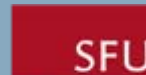
# Ten Key Factors in Building a Psychologically Healthy Workplace

Dr. Julian Barling  
Queen's School of Business



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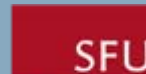


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- A new, real interest in workplace wellness
- Wellness, not just illness
- Mental as well as physical
- Most approaches look at the outcomes, we look at the inputs



- 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*



# Toward the ten elements of a healthy workplace



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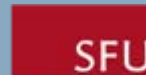
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# 1. Transformational Leadership



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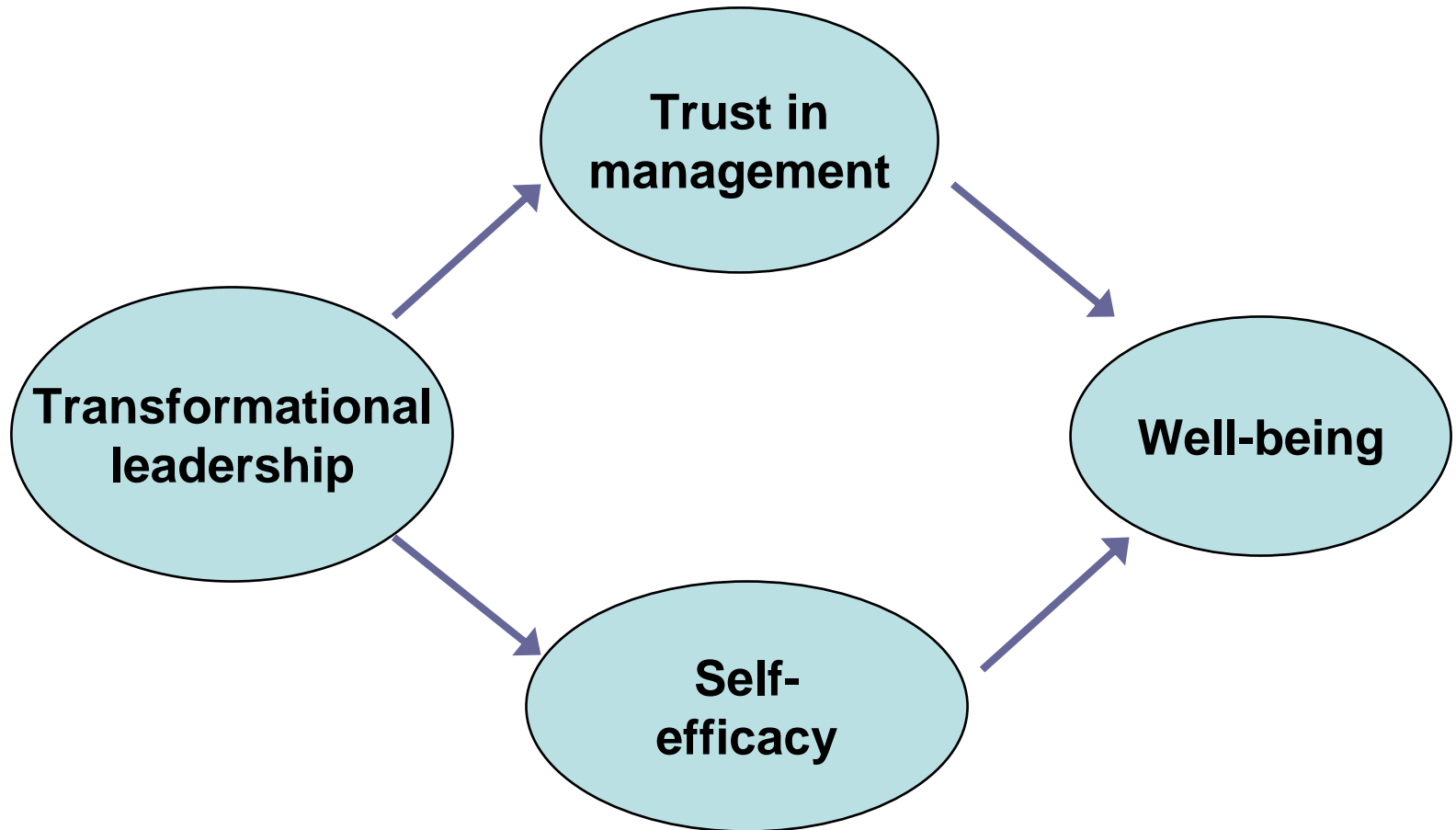


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# 1. Transformational Leadership

- 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





## 2. Work load and pace



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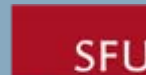
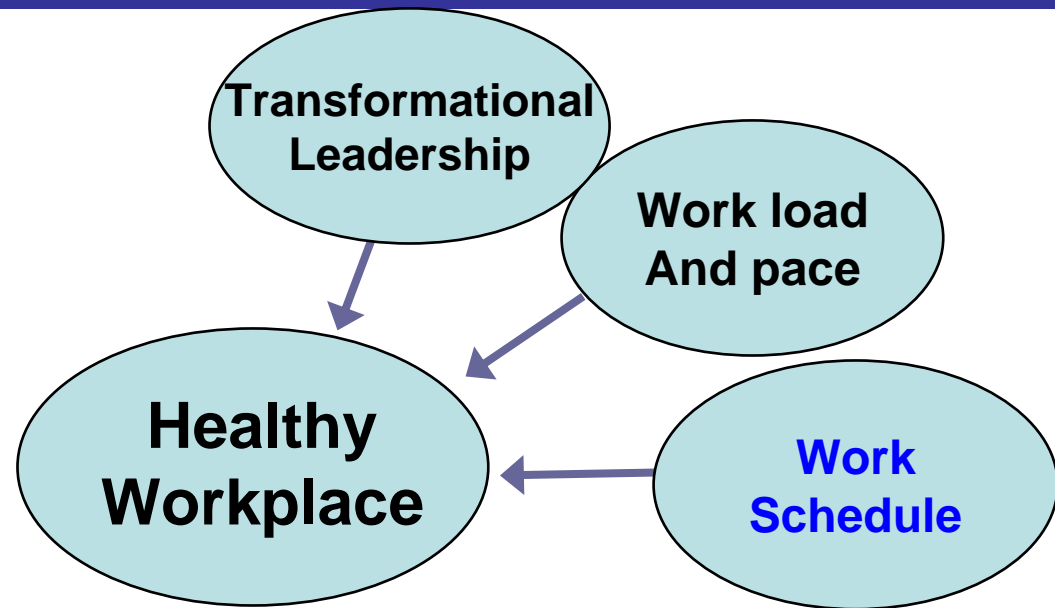
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# Work load and pace

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

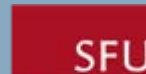


# 3. Work schedule

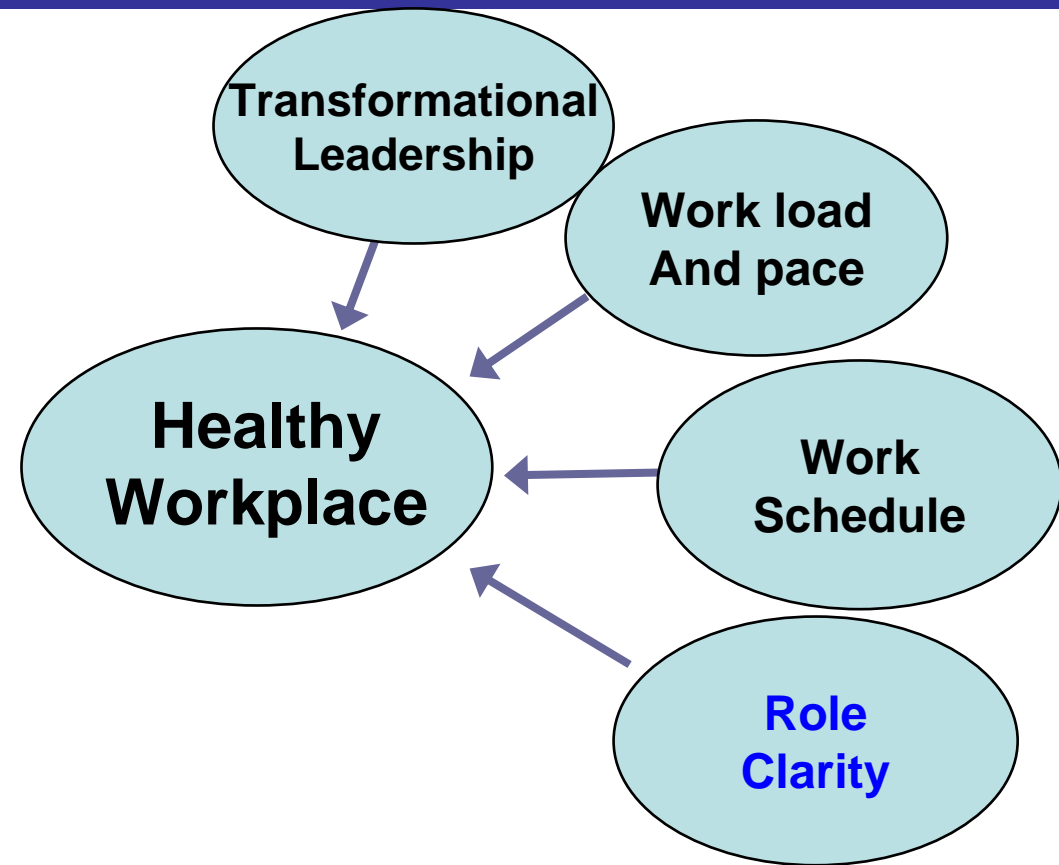


# Work schedule

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



# 4. Role clarity

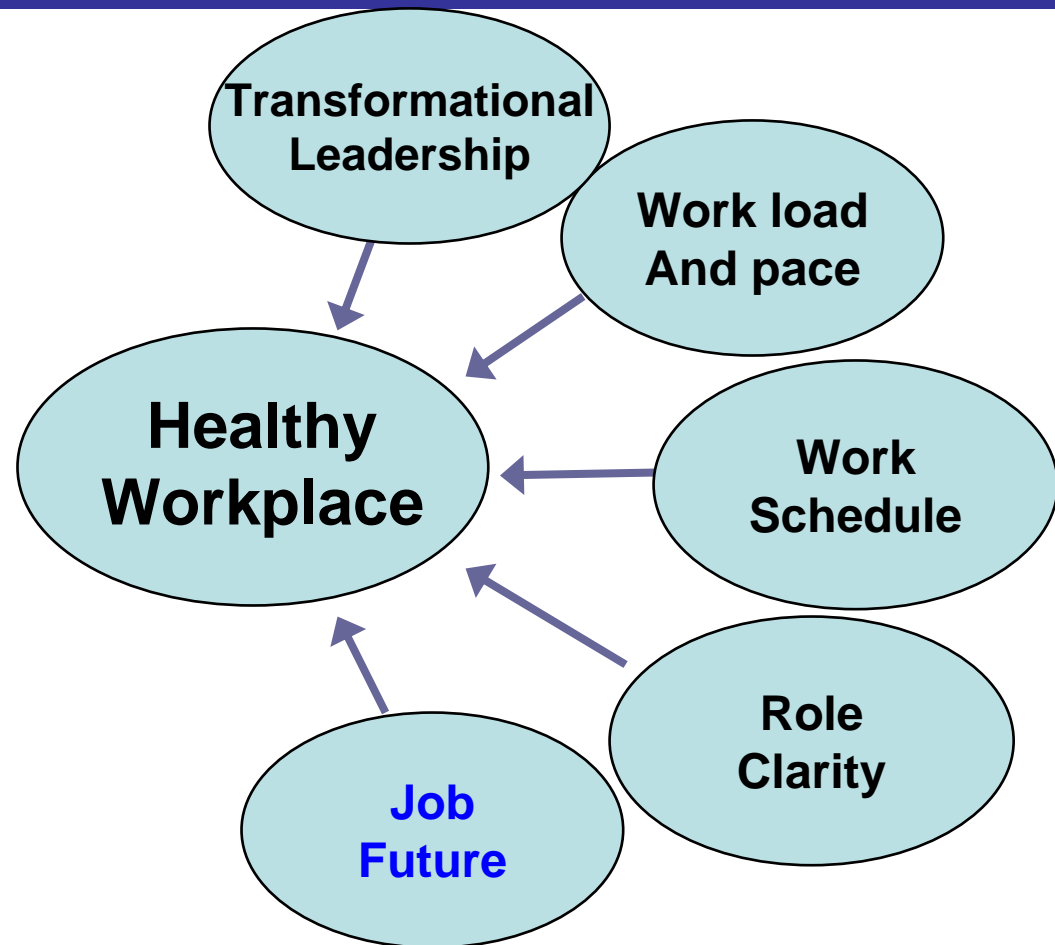


# Role clarity

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

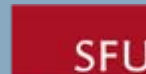


# 5. Job future

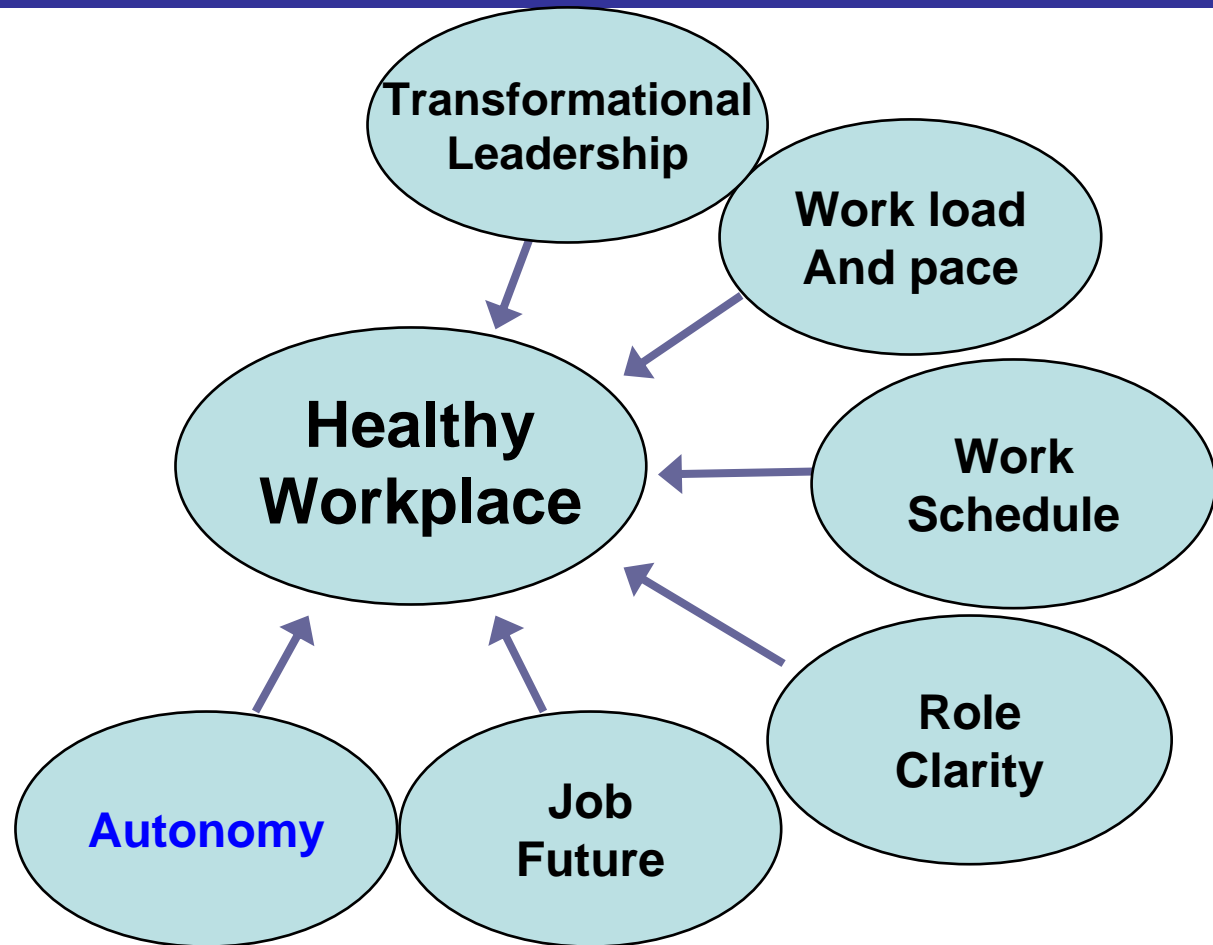


# Job future

- 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



# 6. Autonomy

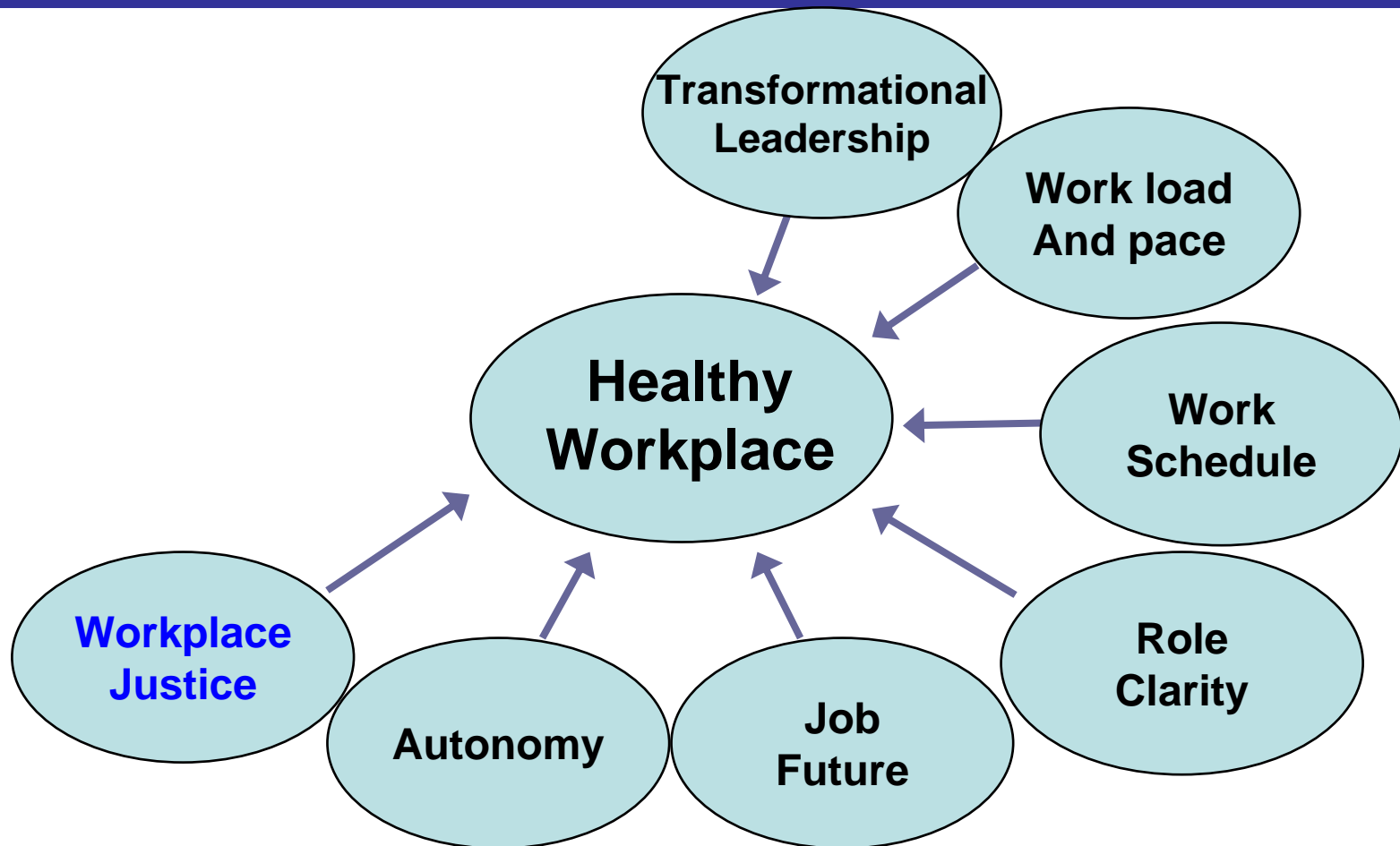


# Autonomy

- “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!



# 7. Workplace justice

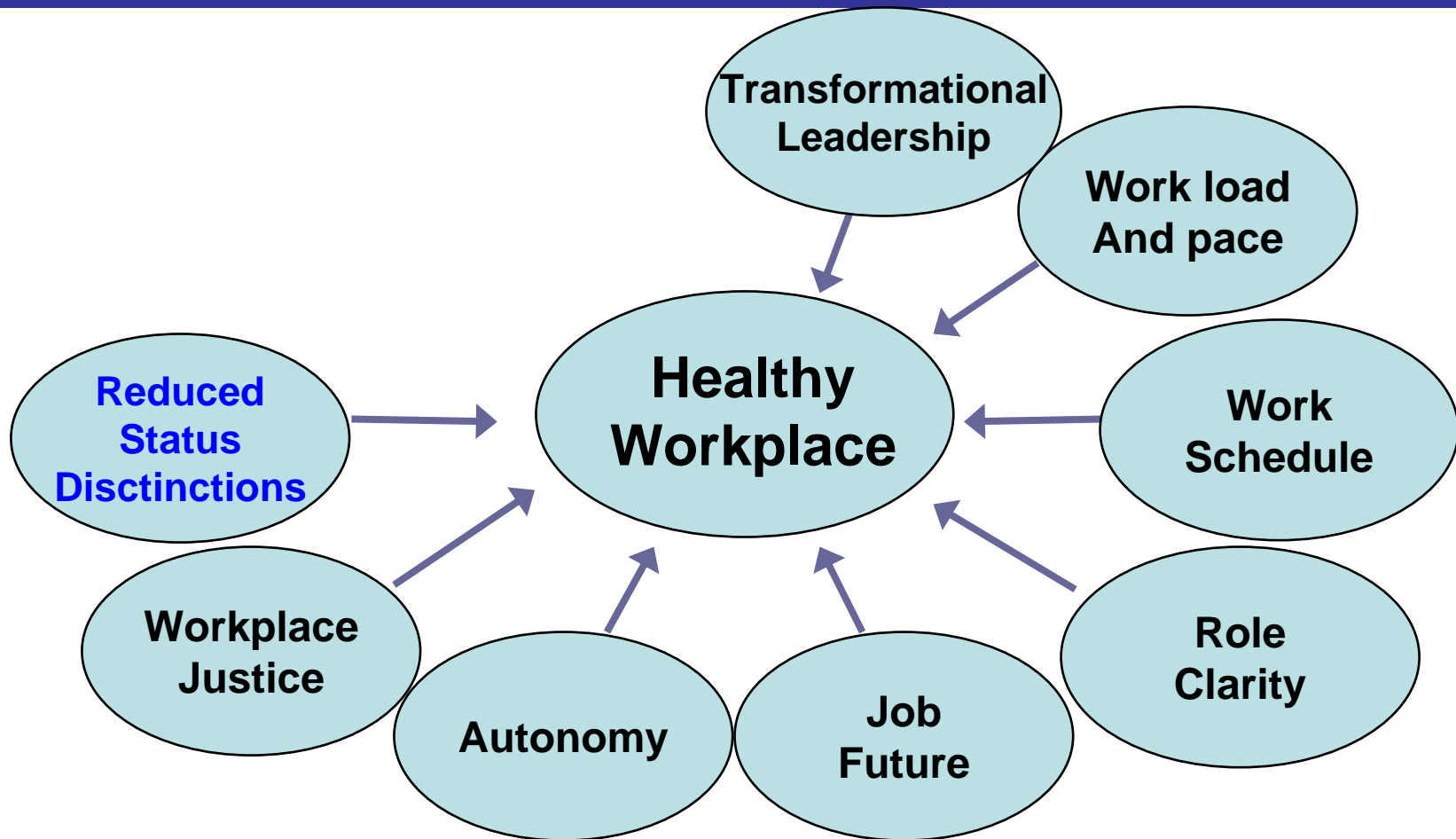


# Workplace justice

- 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?



# 8. Reduced status distinctions



# Reduced status distinctions

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



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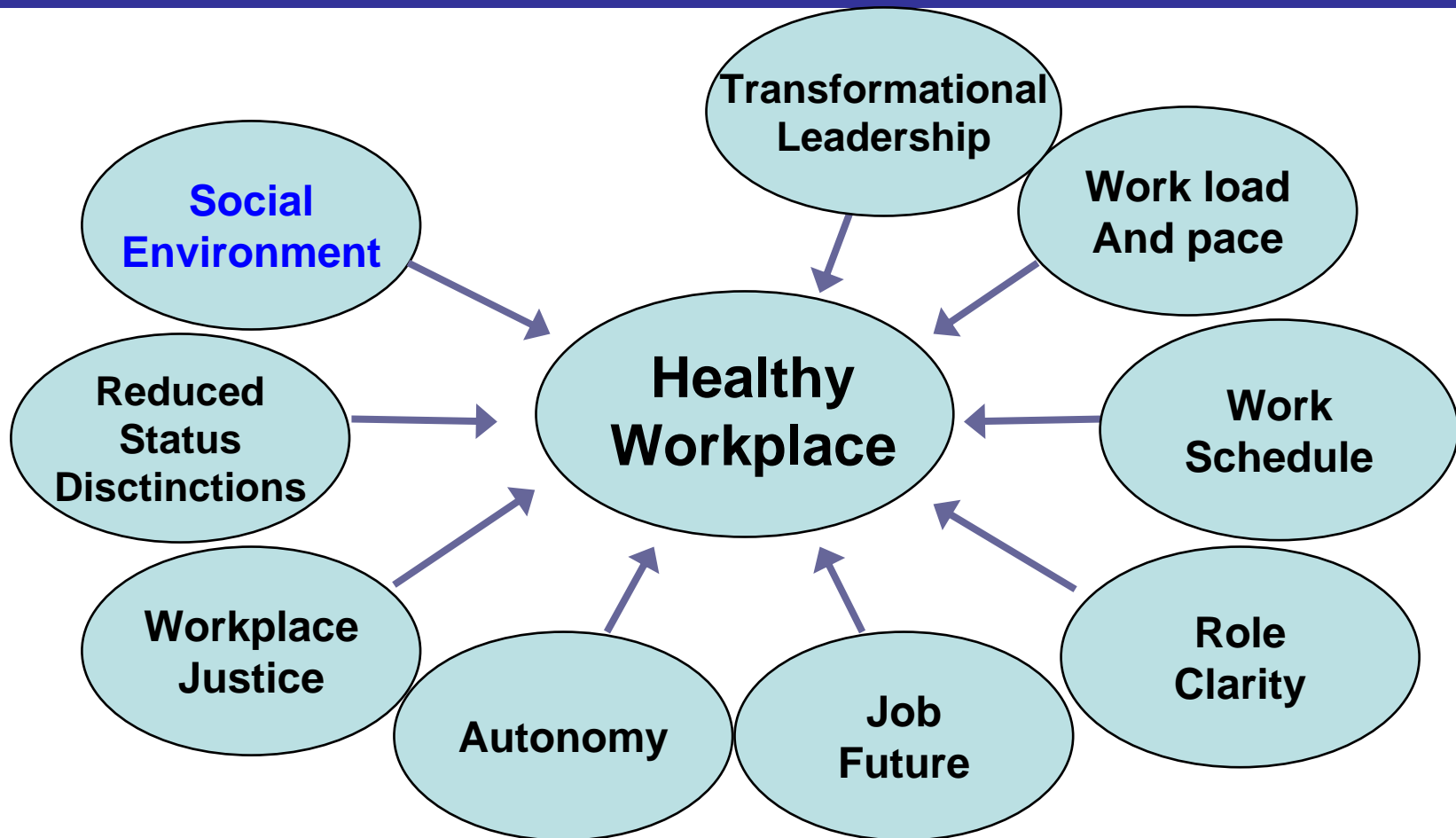


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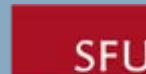
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# 9. Social environment

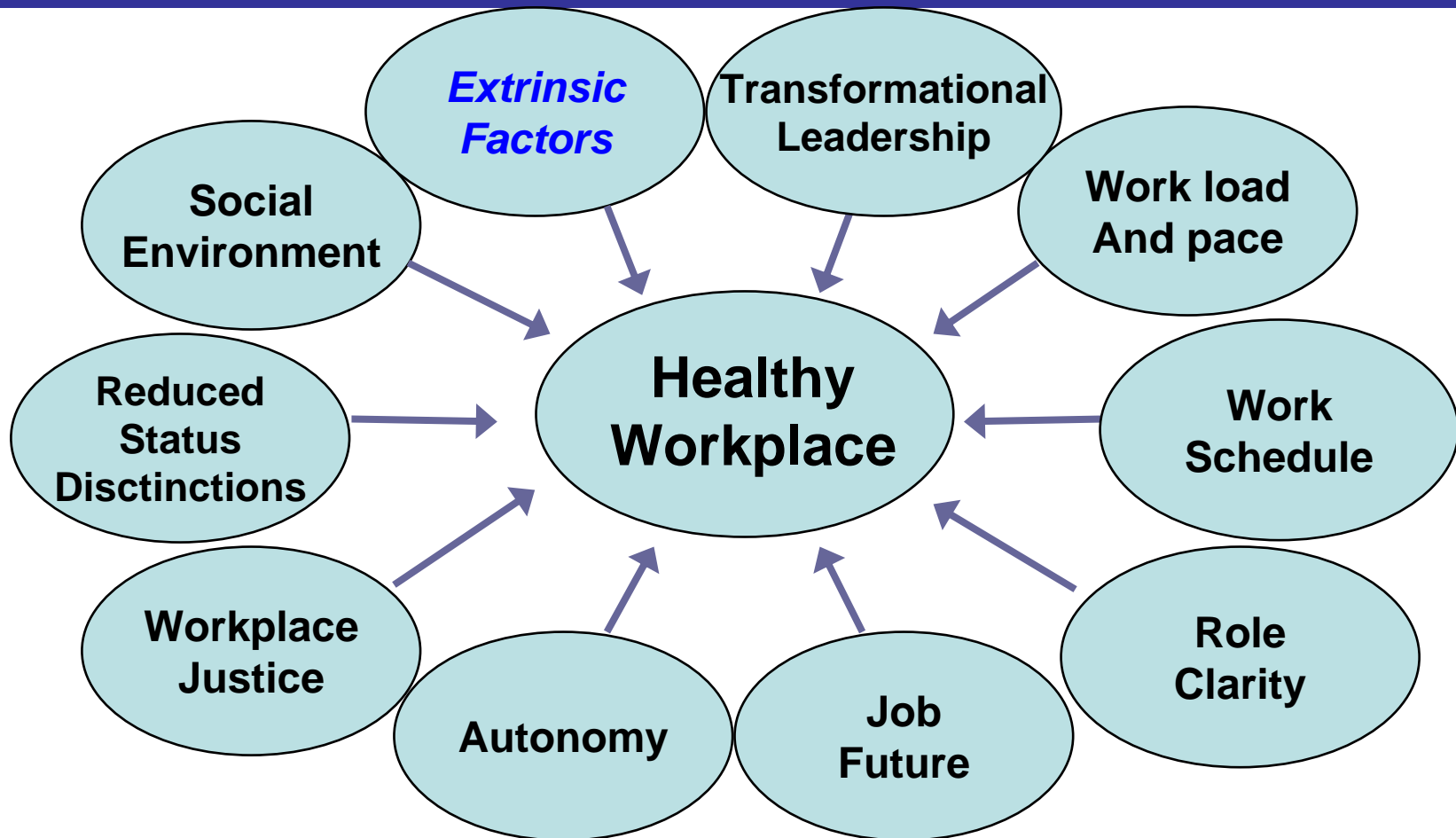


# Social environment

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



# 10. Extrinsic factors

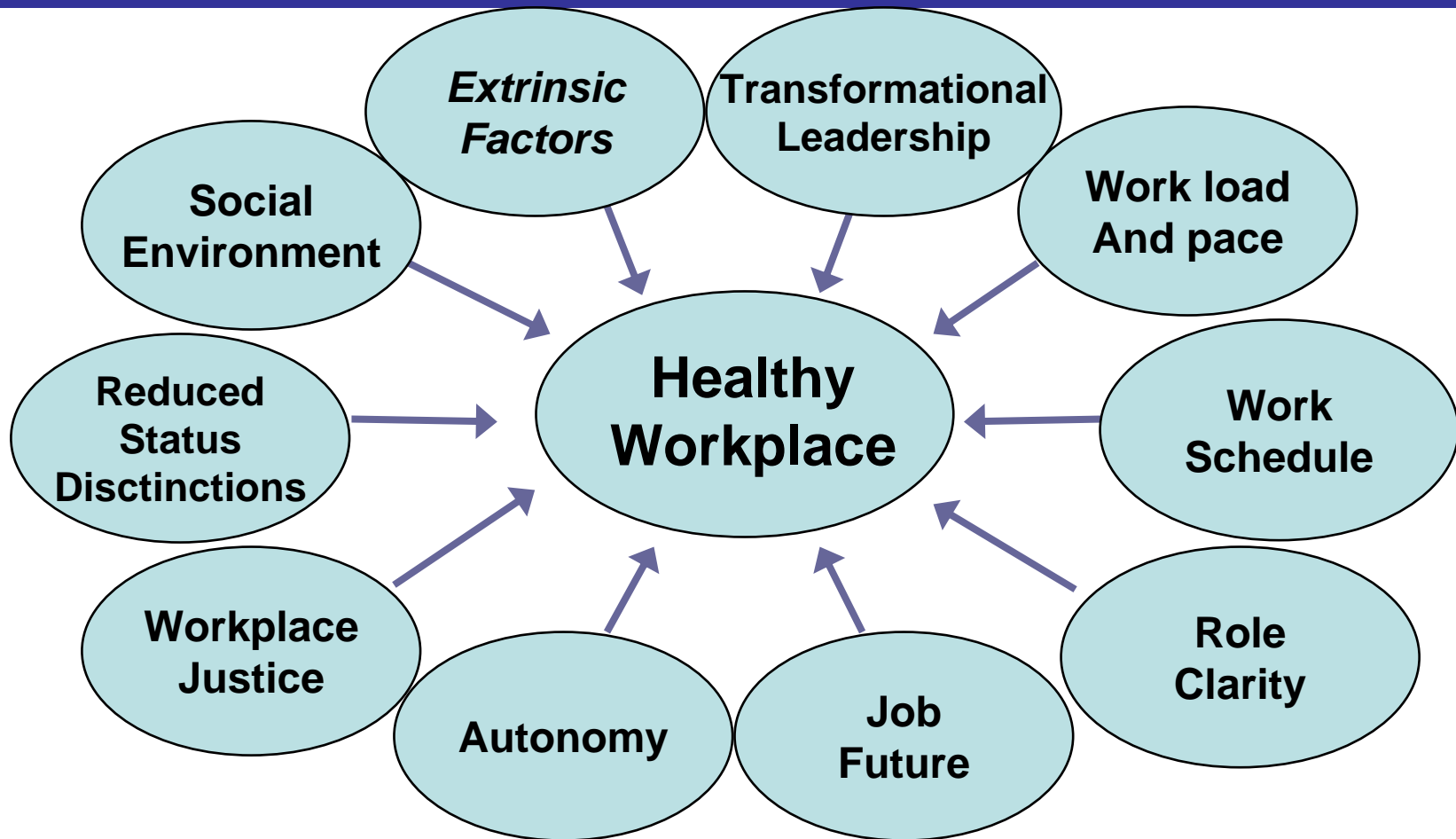


# Extrinsic factors

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



# The Ten Elements of a Health Workplace



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# TRANSFORMATIONAL LEADERSHIP



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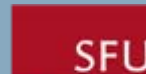
# Revisiting management (transactional leadership)

- 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



# Transformational Leadership

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



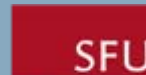
# Unifying new trends

- 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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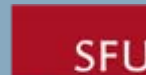
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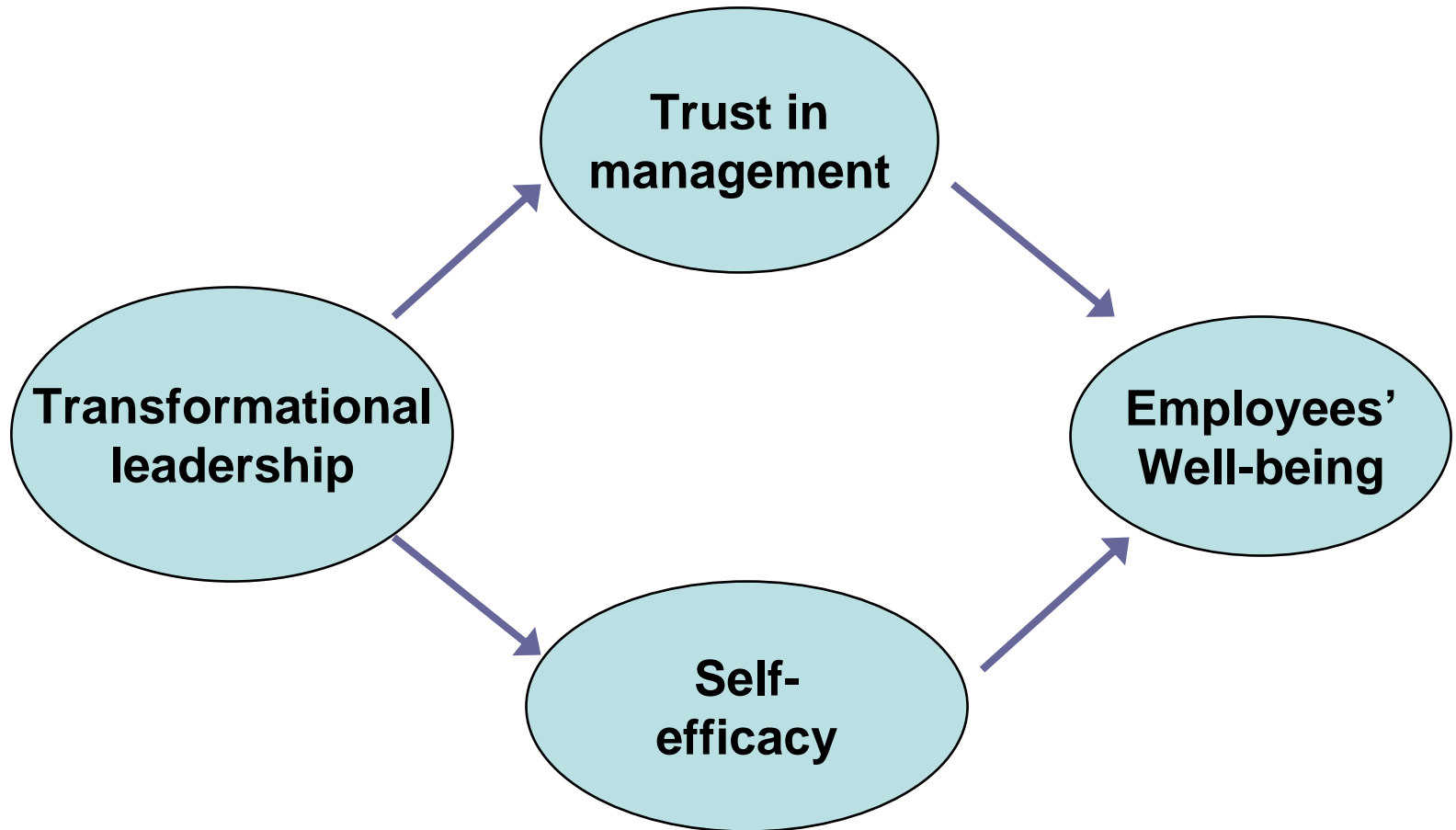
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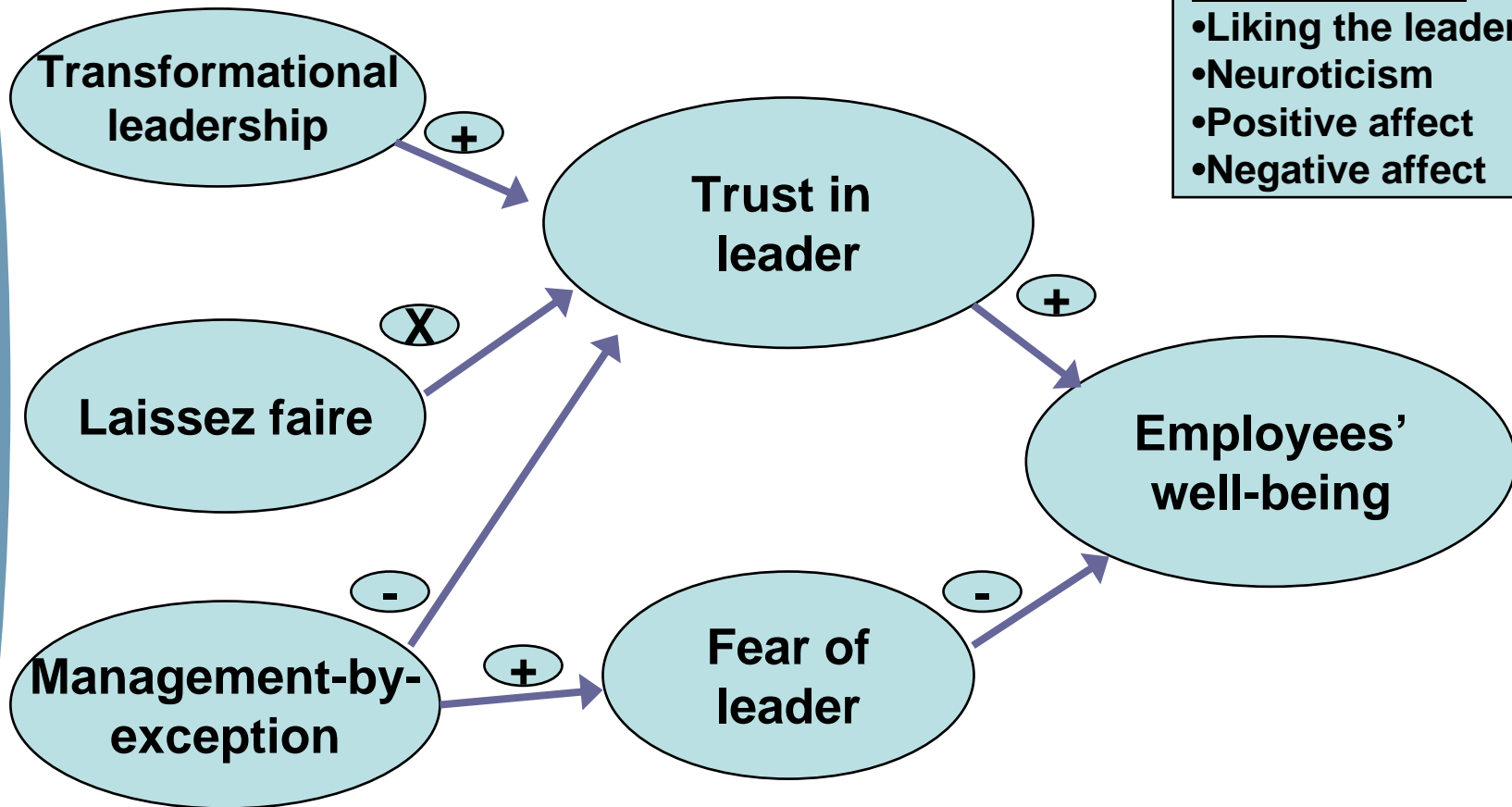


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**Controlled for:**

- Liking the leader
- Neuroticism
- Positive affect
- Negative affect

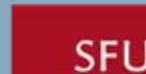
# The new model of transformational leadership focuses on the role of the followers

- 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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