The role of the board and administration

HEALTHY WORKPLACES, HEALTHY JOBS

Presenter: Lowell C Cooper
Legal Notice and Terms of Use

Copyright 2011 by the General Conference of Seventh-day Adventists®. All rights reserved. The information is provided for training purposes only and is not intended nor should it be used as legal counsel. This program may not be used or reformulated for any commercial purposes; neither shall it be published by any person or agency other than an official organizational unit of the Seventh-day Adventist® Church, unless prior written authorization is obtained from the General Conference of Seventh-day Adventists® Office of Global Leadership Development. Subject to the foregoing terms, unlimited permission to copy or use this program is hereby granted upon inclusion of the copyright notice above. “Seventh-day Adventist” and “Adventist” are registered trademarks of the General Conference of Seventh-day Adventists® and may not be used by non-Seventh-day Adventist entities without prior written authorization from the General Conference. Use of all or any part of this program constitutes acceptance by the User of these terms.
About 25% of adult life spent at work
Life cannot be broken into separate and unrelated segments. Work life and home life may have different elements and activities but both are woven together because our mind and emotions function in a continuity rather than in an episodic manner.
Work and the workplace can have a positive or adverse effect on health.
The mind is not always in the same place as the body.
What Makes A Workplace “Unhealthy”?

1. Unresolved interpersonal conflict
2. Pressure of recurring deadlines in poorly organized work system
3. Heavy responsibility for human or economic concerns
4. Monotonous work or that which requires constant concentration.
What Makes A Workplace "Unhealthy"?

5. Stress though not usually classified as a mental disorder, can precipitate both physical and emotional problems
Depression in the workplace

- Left untreated, depression is as costly as heart disease or AIDS to the US economy. (Journal of Clinical Psychiatry, Dec 2003: 1465-75)
- Over $51 billion in absenteeism and lost productivity and $26 billion in direct treatment costs.
- Ranks among top three workplace problems for employee assistance professionals (follows family crisis and stress). (Employee Assistance Professionals Association 1996 Survey)
What Makes A Workplace “Unhealthy”?

5. Stress though not usually classified as a mental disorder, can precipitate both physical and emotional problems

6. Frequency of critical incidents: assault, sexual or psychological harassment, accidents, emergencies

7. Too much/not enough work
Healthy workplace:

- Context
- Culture
- Stability
- Alignment/connectivity to ‘calling’
What Makes A Workplace “Healthy”?

1. **Context—the physical environment**

   - Noise level
   - Ergonomics
   - Work pace
   - Safe lifting
   - Physical demands
   - Air quality
   - Toxic substances
   - Workplace design
   - Security provisions
   - Safety guidelines
What Makes A Workplace “Healthy”?

2. Culture—the social environment
   - Balance between work and family
   - Staff involvement in decision making
   - Perception of equality
   - Peer communication/social atmosphere
   - Employee training/development/satisfaction
   - Positive supervisor communication/feedback
   - Staff morale and employee recognition
What Makes A Workplace “Healthy”?

3. Stability—the change environment
   Impact of technology changes
   Restructuring—mergers/acquisitions
   Downsizing
   Frantic pace of work and life
   Erosion of leisure time
   Blending of work and home time
   Change of supervisors
The Tokyo Declaration (1998)—a consensus statement by 29 occupational health experts from Europe, Japan and the USA.
“Most of these developments are driven by economic and technological changes aiming at short-term productivity and profit gain... Production practices are increasingly ‘leaner’. New employment practices such as use of contingent workers are increasingly adopted.
Concurrently, job stability and tenure is decreasing... New management models are introduced... This rapid change, combined with both over- and under-employment, is likely to be highly stress provoking.”

—from The Tokyo Declaration
Workplace threats to mental health:

- Changes in work
- Changes in administration/supervisors
- Changes in workplace
- Critical incidents (hostility, harassment, emergencies)
- Financial/relational pressures brought to the workplace
What Makes A Workplace “Healthy”?

4. Workplace alignment with life ‘calling’
   Workplace provides connectivity to personal goals/values/objectives in life
   Proactive support/advocacy for healthy lifestyle behaviors such as weight control, exercise/physical activity, diet and nutrition choices, stress management, hygiene
Healthy workplace:

Context
Culture
Stability
Alignment/connectivity to 'calling'
What is organizational culture?

Underlying and often unexpressed assumptions, values, beliefs, and attitudes that have been jointly learned and taken for granted.
Organizational cultural assumptions:

1. Assumptions about people.
2. Assumptions about power and relationships.
3. Assumptions about time and space.
4. Assumptions about ethics.
5. Assumptions about identity and purpose.
“It can be argued that the only thing of real importance that leaders do is to create and manage culture; that the unique talent of leaders is their ability to understand and work within culture; and that it is an ultimate act of leadership to destroy culture when it is viewed as dysfunctional.”

—Edgar H Shein, Organizational Culture and Leadership
“Leadership creates and changes cultures, while management and administration act within a culture.”

—Edgar H Shein, Organizational Culture and Leadership
“The bottom line for leaders is that if they do not become conscious of the cultures in which they are embedded, those cultures will manage them. Cultural understanding is desirable for all of us, but it is essential to leaders if they are to lead.”

—Edgar H Shein, *Organizational Culture and Leadership*
Assumptions about people:

**Lazy/need incentives**

“The average worker wants a job in which he does not have to put much physical effort. Above all, he wants a job in which he does not have to think.”

—Henry Ford, 1922

**Motivated/need opportunity**

“I think most of us are looking for a calling, not a job. Most of us have jobs that are too small for our spirit. Jobs are not big enough for people. There’s nothing I would enjoy more than a job so meaningful to me that I brought it home.”

—Norah Watson, 1974
Employees look for:

- Daily meaning as well as daily bread.
- Recognition as well as remuneration.
- Worthwhile work.
“I consider it a dangerous misconception of mental hygiene to assume that what man needs in the first place is equilibrium or, as it is called in biology, “homeostasis,” i.e., a tensionless state but rather the striving and struggling for a worthwhile goal, a freely chosen task. What he needs is not the discharge of tension at any cost but the call of a potential meaning waiting to be fulfilled by him.”

—Victor Frankl, Search for Meaning, p. 105
<table>
<thead>
<tr>
<th>Entity A</th>
<th>Entity B</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assumption: People are unmotivated, lazy, dishonest, untrustworthy.</td>
<td>Assumption: People are motivated, responsible, capable, interested, honest.</td>
</tr>
<tr>
<td>Decision-making: tends to be more centralized, rules and policies to control behavior, one-way communication, management is more paternalistic.</td>
<td>Decision-making: tends to be more distributed, rules and policies less constrictive, two-way communication, management more collaborative.</td>
</tr>
</tbody>
</table>
Assumptions about relationships:

- **Age = experience/wisdom**
  - Employees told what to do.
  - Work structured individually.
  - Hierarchical communication.
  - Decisions from top down.
  - Tends for formality.

- **Experience/wisdom distributed**
  - Employees invited to discuss challenges.
  - Flatter organizational structure.
  - Multi-directional communication.
  - Participatory decision-making.
  - Tends to informality.
Assumptions about time and space:

Time is money—use it carefully. Symbolic meaning to arriving early/late (high commitment or low efficiency/low commitment or high efficiency).

Space: size, location, and furnishings of office open office—facilitates communication closed office—need to be alone... failure to obtain appropriate space reward is interpreted negatively
Managers/supervisors are the bearers and transmitters of cultural assumptions. Employee assumptions about the workplace culture are largely influenced by managerial attitudes.
### Assumptions about ethics:

<table>
<thead>
<tr>
<th>Entity A</th>
<th>Entity B</th>
</tr>
</thead>
<tbody>
<tr>
<td>Honesty</td>
<td>Competition (win at any cost)</td>
</tr>
<tr>
<td>Integrity</td>
<td>Individualism</td>
</tr>
<tr>
<td>Trust</td>
<td>Ladder climbing</td>
</tr>
<tr>
<td>Hard work</td>
<td>End justifies the means</td>
</tr>
<tr>
<td>Loyalty</td>
<td>Power over others</td>
</tr>
<tr>
<td>Commitment</td>
<td></td>
</tr>
<tr>
<td>Respect</td>
<td></td>
</tr>
<tr>
<td>Fairness</td>
<td></td>
</tr>
</tbody>
</table>
Employees stunned most academics by saying that the code of ethics for their company had very little influence on whether they made ethically correct choices. It was the culture of their companies and the examples set by their leaders that influenced their conduct.

—from a 2004 study by the Journal of Business Ethics
Mistreatment of employees can be viewed by employees as justifying retaliatory responses (theft, less productivity, absenteeism, noncompliance).
## Elements of workplace culture:

<table>
<thead>
<tr>
<th>Environmental</th>
<th>Behavioral</th>
</tr>
</thead>
<tbody>
<tr>
<td>Policies, rules, regulations</td>
<td>Patterns of communication</td>
</tr>
<tr>
<td>Compensation and benefits</td>
<td>Management style</td>
</tr>
<tr>
<td>Organizational structure</td>
<td>Decision-making processes</td>
</tr>
<tr>
<td>Job design</td>
<td>Degree of feedback and appraisal</td>
</tr>
<tr>
<td>Physical workplace</td>
<td>Degree of control or autonomy</td>
</tr>
</tbody>
</table>
Creating and embedding culture

- The effect of leadership charisma—not always predictable or sustainable
- Testing/experimenting with solutions
- Establishing systems to monitor, measure, control, reward
- The power of stories and leadership example
- Formalized statements
- “Little by little” rather than “all of a sudden”
Other cultural assumptions

Private vs public
For profit vs Not-for-profit
Service vs acquisition
Goals
Spiritual values (Christlikeness, conversion/baptisms)
Healthy workplace:

Policy framework
- Values
- Employment practices
- Vacations/sick leave
- Breaks in worktime schedule
- Safe reporting system for improper conduct
- Harassment/hostility
- Bereavement
- Healthcare
- Crisis events
Healthy job:

Job content:
- Excessive/insufficient workload
- Participation/control
- Meaningful/monotonous
- Fits skills and personality

Job context:
- Part of larger purpose
- Recognition/social support
- Fairness
- Positive interpersonal relationships
- Balanced home/work interface
Healthy job provides:

1. Sense of purpose: more than producing goods or services, one that makes a difference.
2. Sense of ownership: having some say in how the work is done.
4. Sense of community: we are doing this together.
5. Sense of contact: we can build worthwhile relationships
"Far and away the best prize that life offers is the chance to work hard at work worth doing."

—Theodore Roosevelt
What can be done:

1. Create/sustain healthy workplace culture
2. Highlight mission/vision/values
Mission
Defines fundamental purpose

Vision
Defines future state

Values
Defines culture and priorities
What can be done:

1. Create/sustain healthy workplace culture
2. Highlight mission/vision/values
3. Ensure meaningful work
4. Review policies from an employee’s perspective
5. Be sensitive to the impact of workplace changes
What can be done:

6. Review corporate medical policies and employee health benefits.
7. Review pattern of health costs in the organization.
8. Staff training to recognize signs of stress/depression and respond.
9. Educate employees about stress and depression and policies to help mitigate their effects.
Some key principles:

1. Employees are the most important asset of the organization.
2. Efficiency of the business or effectiveness in mission will be enhanced if employees have good emotional health.
3. Support services for employee mental health are win-win measures for the business and the employees.
## Benefits of a healthy workplace

<table>
<thead>
<tr>
<th>To the organization</th>
<th>To the employee</th>
</tr>
</thead>
<tbody>
<tr>
<td>a well-managed health and safety</td>
<td>a safe and healthy work environment</td>
</tr>
<tr>
<td>programme</td>
<td></td>
</tr>
<tr>
<td>a positive and caring image</td>
<td>enhanced self-esteem</td>
</tr>
<tr>
<td>improved staff morale</td>
<td>reduced stress</td>
</tr>
<tr>
<td>reduced staff turnover</td>
<td>improved morale</td>
</tr>
<tr>
<td>reduced absenteeism</td>
<td>increased job satisfaction</td>
</tr>
<tr>
<td>increased productivity</td>
<td>increased skills for health protection</td>
</tr>
<tr>
<td>reduced health care/insurance costs</td>
<td>improved health</td>
</tr>
<tr>
<td>reduced risk of fines and litigation</td>
<td>improved sense of well-being</td>
</tr>
</tbody>
</table>

Resources:

http://www.mental-health-today.com
http://www.allaboutdepression.com
http://www.nmha.org
http://www.who.int/occupational_health/topics/workplace/en/index1.html