

Putting the management into stress management

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Session outline

- **The latest:** Current context for stress management and line managers' role
- **Next steps:** Supporting line managers through behavioural competency model
- **The future:** Implications for the future of stress management and business psychology



HSE definition of stress

“...the adverse reaction people have to excessive pressures or other types of demand placed on them.”



Employer statutory duties under H & S legislation

- Health and Safety at Work Act 1974:
 - duty to ensure health, safety and welfare of employees, includes taking steps against stress-related illness
- Management of Health and Safety at Work Regulations 1999:
 - duty to identify hazards and take action, includes assessing risks of stress-related illness



HSE Management Standards for work-related stress (2004)

- Aim to help employers fulfil their duties regarding work-related stress
- Identify a “set of conditions that reflect high levels of health, well-being and organisational performance”
- Cover 6 categories of psychosocial hazard (ie causes of stress-related problems)...



HSE Management Standards

- The **Demands** of people’s jobs
- How much **Control** (or how much say) people have in the way they do their work
- The **Support** provided by the organisation, line management and colleagues
- **Relationships** at work
- The extent to which people understand their **Role** in the organisation and do not have conflicting roles
- How organisational **Change** is managed and communicated



The Management Standards Approach



Equivalence

- The Management Standards approach is one way of conducting a 'suitable and sufficient' risk assessment – other approaches may be 'equivalent'
- Key elements of a suitable and sufficient risk assessment are:
 - Hazard identification
 - Gap analysis
 - Solution development
 - Worker involvement at each stage

Other recent Government activity/reports

- Health Work and Well-being (Dame Carol Black):
 - Fitnote not sicknote
 - Fit for work teams
 - Access to Occupational Health
- Emphasis on work being good for health (Waddell and Burton)
- Business case for health and well-being (HWWB/PwC, IIP/Work Foundation)



Recent shifts in focus

- From stress management to emphasis on enhancing performance and 'well-managed workplaces'
- From 'stress' to clarity of outcomes, particularly common mental health problems
- From health promotion to holistic view of sources of well-being – including management
- From organisational level to line manager role



Line manager role

- HSE Stress management standards: driven from Health and Safety
...**but** a significant amount of responsibility falls on HR and line management (systems are in place locally...)
...**and** managers' sanction/support is vital for effective interventions



Why line managers are vital

- Managers' behaviour is a potential source of stress for their staff
- Managers' behaviour can influence their staff's exposure to sources of stress
- Managers have a key role to play in identifying and tackling stress in their staff



Why look at line manager behaviours/competencies?

- Understand what manager behaviours are important for preventing and reducing stress
- Translate stress management into accessible language and people management terminology:
 - Provide managers with clear guidance on behaviours to adopt
 - Enable integration of stress management into employers' selection, appraisal and training processes



Interviews with 166 managers and 216 employees (31 employers/5 sectors)

Transcription, behaviour extraction, iterative coding and thematic grouping of behaviours

HR/H&S/OH workshops attended by 54 HR professionals

Competency framework produced

Comparison w HSE stress Management Standards

Comparison with general people management competencies'

**Phase 1
Process**

The competencies

Stress Management Competency	Psychosocial hazard category
Managing workload and resources	Demands
Dealing with work problems	
Process Planning and Organisation	
Empowerment	Control
Participative approach	
Development	
Accessible/visible	Support
Health and Safety	
Feedback	
Individual consideration	

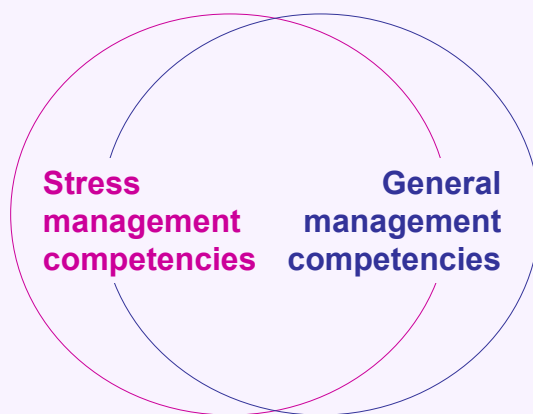
The competencies

Stress Management Competency	Psychosocial hazard category
Managing Conflict	Relationships
Expressing and managing own emotions	
Acting with integrity	
Friendly style	
Communication	Role & Change
Knowledge of job	Other
Taking Responsibility	
Empathy/Awareness of individual differences	
Seeking advice	

Behavioural indicators

Competency: Participative approach	
Positive examples of Manager Behaviour	Negative examples of Manager Behaviour
<ul style="list-style-type: none"> • Provides opportunity to air views • Provides regular team meetings • Prepared to listen to what employees have to say • Knows when to consult employees and when to make a decision 	<ul style="list-style-type: none"> • Not listening when employee asks for help • Presenting a final solution rather than options • Making decisions without consultation

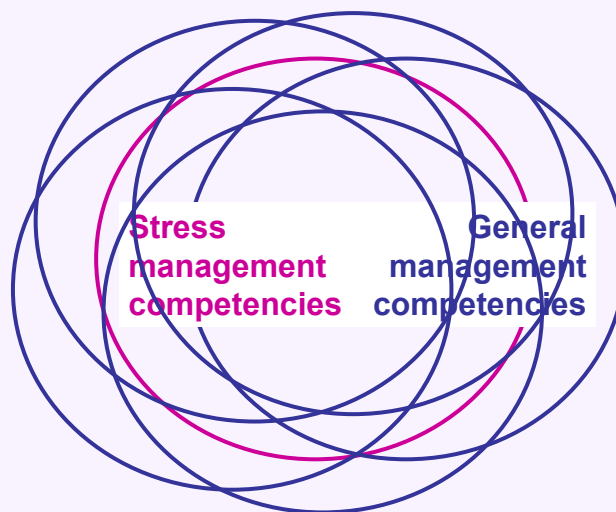
Stress management vs general people management

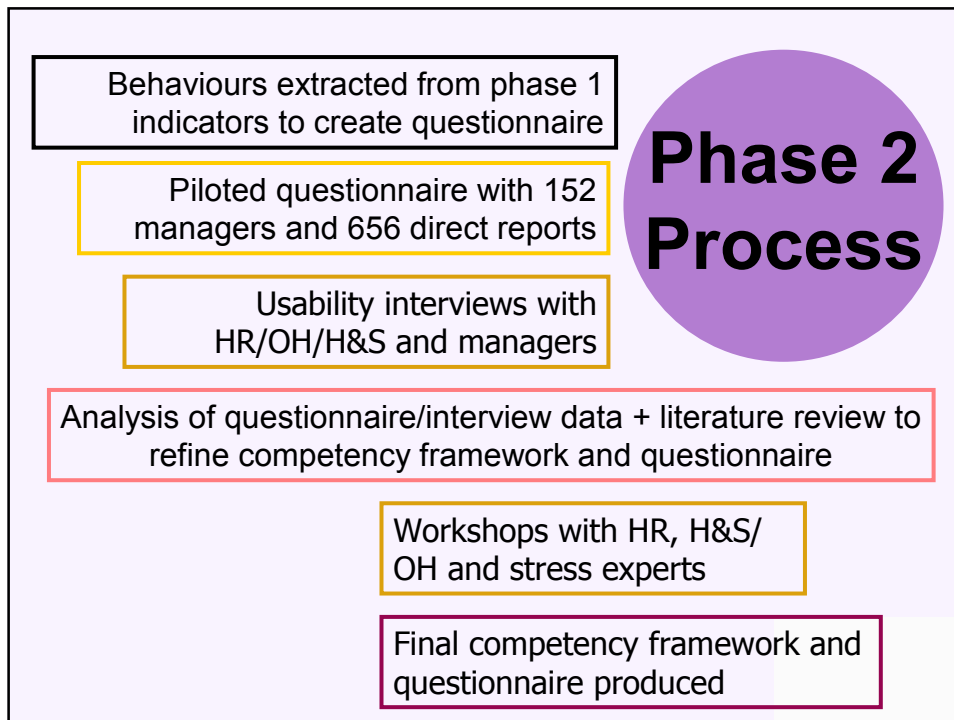


Overlap with key leadership models

Competency	Great 8	TLQ (Pub)	TLQ (Priv)	MLQ 5X	LBDQ
Managing workload and resources	✓	✓	o	o	✓
Participative approach	✓	✓	✓	✓	✓
Communication	✓	✓	✓	✓	✓
Individual consideration	✓	✓	✓	✓	✓
Empathy	✓	✓	✓	✓	✓
Accessible/Visible	o	✓	✓	✓	✓
Dealing with work problems	✓	✓	✓	✓	✓
Process Planning and organisation	✓	o	o	o	✓
Empowerment	o	✓	✓	o	o
Feedback	o	o	✓	✓	o
Acting with Integrity	✓	✓	✓	✓	✓
Friendly Style	✓	✓	✓	o	✓
Taking Responsibility	✓	✓	o	o	o

Integrating stress management into people management





Outputs of Phase 2

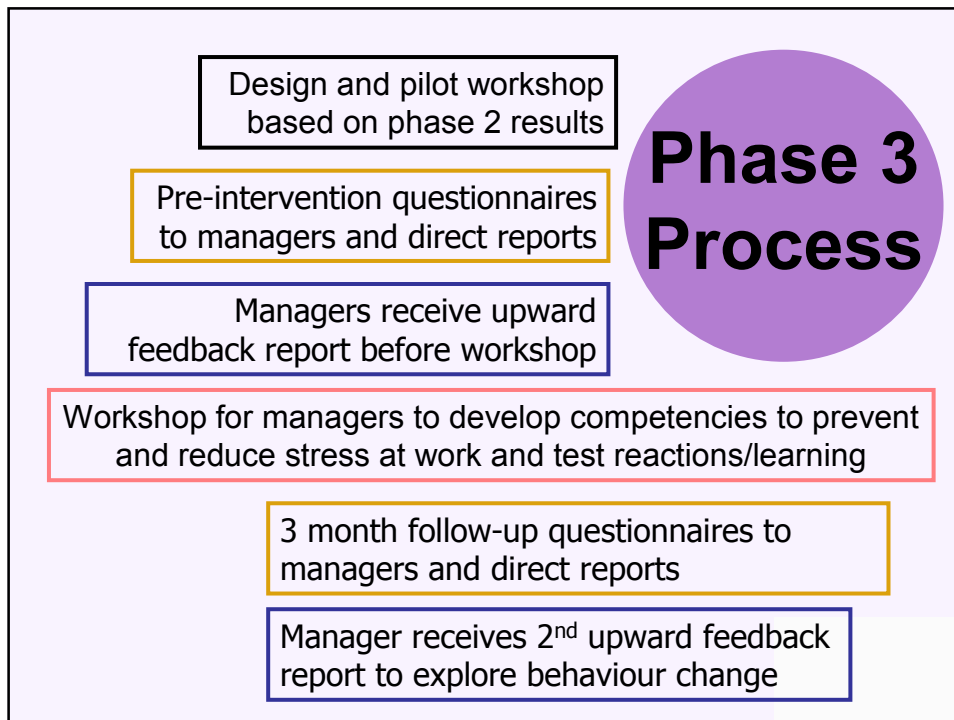
Publication in June 2008

- Research report
- Guides for HR and line managers
- These include:
 - Refined competency framework – 4 competencies
 - Questionnaire/'indicator tool' – 66 questions
 - Feedback on usability/uses

Available later in 2008

- Online questionnaire on HSE website





Outputs of Phase 3

- Research report with case studies and guidance on integrating findings into organisational processes and procedures
- Guidance for HR/line managers
- Guidance for L&D professionals/coaches
- + Interactive tools on the HSE website

Implications for the future: national policy

- Use to enhance stress/people management in UK and to support implementation of the HSE management standards
- Bridges management development and stress management – use to draw together diverse national agendas:
 - Health, Work and Well-being – e.g. Carol Black report
 - Skills – e.g. Leitch report
 - Business, performance and productivity
- Still needs further guidance – interventions, integration and case studies



Implications for the future: HR interventions

- In management/leadership development and appraisal processes, framework can be used to:
 - Dovetail into existing management development frameworks and programmes
 - Develop new training programmes
 - Integrate into manager induction programmes
 - Provide guiding structure/checklist for other skills training (eg communication, delegation)
- Indicator tool can provide insight via feedback – NB with support/coaching/development, not stand-alone



Implications for the future: stress mgt activity

- Use the competency framework to:
 - Review and develop stress management (and other relevant) policies
 - Inform the development of action plans for stress management at an organisational level
- Use the indicator tool to provide individual diagnostic/information at the local level:
 - Next stage after stress risk assessment survey: helping 'tie-in' managers to the process
 - Tackle specific situations or scenarios e.g. 'hot spots' or particular stressors



Implications for the future: line managers

- Effective stress management not a separate activity: day-to-day basis behaviour
- Not single behaviour: complementary set of behaviours (may depend on situation/individual)
- Can use indicator tool to understand approach and identify development needs
- Can use indicator tool to support stress management activities



Implications for the future: business psychologists

- Where does this fit into your own practice?



Summary

- **The latest:** Shifting focus in stress management: the line manager is vital
- **Next steps:** Behavioural competency model designed to help line managers prevent and reduce stress at work
- **The future:** Range of implications for the future – including business psychology practice



Thank-you for listening

For further information, please contact:

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To download the research:

Full research report:

<http://www.hse.gov.uk/research/rrhtm/rr553.htm>

Guidance leaflets: <http://www.cipd.co.uk/guides>

