



What do you (we) really mean by psychological well-being?



Rob B Briner

Some questions for you...

- Are you in any way responsible for psychological well-being in your organization?
- Are you interested in psychological well-being at work?
- Talk to person next you and discuss
 - How you define psychological well-being [1 min]
 - How you might assess or measure psychological well-being [1 min]

Another question for you

Why is psychological well-being important for your organization?

Another question for you

- Why is psychological well-being important for your organization?
 - Because we as employers have a duty of care or ethical responsibility
 - Because it's good business

Outline

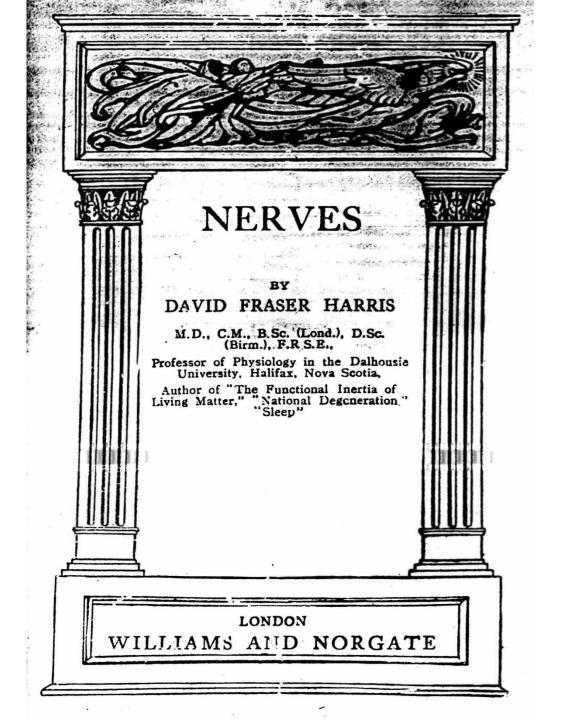
- Work and psychological well-being: Some history
- What's the theory? Causes and effects of psychological wellbeing
- Five common myths about work and psychological well-being and why they matter
- Reflection what are you doing around psychological wellbeing and why?

Work and well-being: Some history [1]

- Earliest work organizations: Little interest major concerns economic well-being unimportant
- Mechanization: More interest in physical well-being consequences of not protecting employees from being injured/killed recognized
- ◆ Legislation with practical health and safety frameworks put in place in order to protect employees from physical injury and death (1800s)
- A recognition that mental health can also suffer At work in terms of 'nervous breakdowns' and 'nervous tension' and fatigue (early 1900s)
- ◆ Effects of poor job design recognized. Attempts to enrich work to increase job satisfaction and performance (1940s)
- The happy-productive worker idea develops

Work and well-being: Some history [2]

- ◆ Psychological 'stress' seen as a major health and safety issue manual jobs decline, fewer physical hazards (1960s) - work is BAD for you that's bad for performance
- ◆ HSE and NIOSH reports and stress guidance
- ◆ Focus on more specific feelings such as mood and emotion (or affect) in relation to new kinds of work performance and emotional intelligence (1990s)
- Stress went out of fashion as happiness agenda arrived
- ◆ Carol Black, Richard Layard work is GOOD for you and that's good for performance
- More focus since 2000 on positive states, like employee engagement, and their link to performance (a lot like happy-productive worker idea)



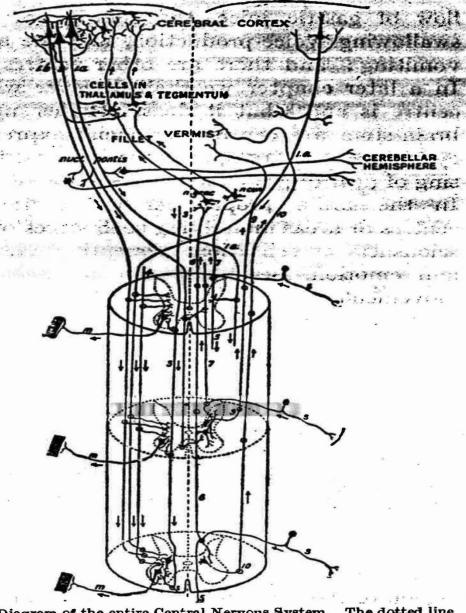


Fig. A—Diagram of the entire Central Nervous System. The dotted line is in the mid plane. Nerves entering the spinal cord are on the right, those leaving it are on the left. The place marked Fillet is in the Peduncle of Brain. The cerebellum is indicated in its crossed relation to the cerebrum. [By permission from Sir E. A. Schäfe.'s "Essentials of Histology" (Longmans).]

MASTERING 'NERVES'

1937

By PETER FLETCHER

LONDON
RICH & COWAN, LTD.
37 BEDFORD SQUARE, W.C.1

YOU AND YOUR NERVES

1951

A SIMPLE ACCOUNT OF THE NATURE, CAUSES AND TREATMENT OF NERVOUS ILLNESS

BY

H. GUNTRIP

B.A., B.D.

Leeds University, Dept. of Psychiatry

FOREWORD BY
D. R. MACCALMAN
M.D., M.R.C.P.E.

London
GEORGE ALLEN & UNWIN LTD.
RUSKIN HOUSE MUSEUM STREET

1954

HOW TO CONQUER NERVES

Dr. S. J. VAN PELT

PRESIDENT OF THE
BRITISH SOCIETY OF MEDICAL HYPNOTISTS

MEMBER OF THE BRITISH MEDICAL ASSOCIATION
EDITOR OF THE
BRITISH JOURNAL OF MEDICAL HYPNOTISM

SKEFFINGTON
Stratford Place
London

SELF-HELP FOR YOUR NERVES

1962

by

CLAIRE WEEKES, M.B., D.Sc., M.R.A.C.P.





SELF HELP FOR YOUR NERVES

BY DR CLAIRE WEEKES

An international success

"A remarkable adventure in human understanding that can help you live at the top of the world."

Daily Sketch, London

"Most of us have been brought to a point of total cynicism about books which constitute do-it-yourself psychiatry kits. . . . But once one starts to read this book all ugly suspicions disappear. It has a particular excellence which is certainly not to be found in all available U.S.A. books in the field."

Australian Book Review



Dr. Home Sellyn was been in Course in 1987 and marked in Francis Toronto State On State of Stat the party is you and in place here you has Party at the house party of the The latest latest the latest lat and the second s Showing it Bearings December for record household from the California

to the facility of the part of Green of the The second secon to be property of the party of Depth in mar to second as no Expert a market by the Surgery Lawrence of

The land to the parties of some legal in 17th, while a maken The state of the s the latter which the latter which and the latter which th

Separate Company of the second The state of the s

MAGRAW HILL BOOK COMPANY THE REAL PROPERTY AND ADDRESS OF THE PARTY O

HANS SELYE, M.D.

STRESS LIFE

Here is a revolutionary pare concept of mental and physics ilinean, explained by its discoverer. This starting new throny of disease may be the most important and far reaching idea in the history of middeine. It has chen been compare with the contributions of Pasteur, Enrich, and French

HANG

EXTES

9

24

¥



Health & Safety Executive

Stress

- Stress home
- Management standards
- News
- Good Practice
- Advice for individuals
- Workshops
- Links
- Publications
- Research / statistics
- Contact us
- Acknowledgemen
- Stress e-bulletin

Work-related stress

'The adverse reaction people have to excessive pressure or other types of demand placed on them.' - HSE



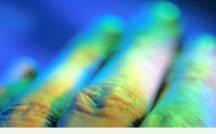
Why tackle stress?



Management standards



Good practice



Free stress



HSE Free Leaflets

Stress Section

Free Stress Survey Tools from HSE





Related sites

- Sickness absence
- Med



- About Us
- Capabilities
- Case Studies
- Proficiency Testing
- Publications
- News
- Recruitment
- Training
- Centre for Workplace Health
- ENB

Introduction | Manual Handling for Assessors | Human Vibration Measurement | RPE Fit Test Introductory Workshop
HAVS Responsible Person | Occupational Respiratory Disease | An Introduction to PBPK Modelling | Ergonomics
Managing Work-Related Stress | Manual Handling: Train the Trainer | Drug & Alcohol Policy Workshop
Human Reliability Assessment | An Introduction to Biological Monitoring | Hand Arm Vibration Syndrome (HAVS)
CoSHH Update | Gas Safety Workshop | Lone Working | Online Booking

Training - Managing Work-Related Stress

Using HSE's Management Standards

HSL is holding a number of one-day training courses on Managing Work-Related Stress.

The course will be held at the <u>Health and Safety Laboratory</u>, Harpur Hill, Buxton, Derbyshire on the following date:

Date

Thursday 7 June 2007

The course will cover:

HSE's risk assessment approach: HSE Management Standards for work.



Search our site Enter a Keyword

Go

Home What's new on Acas Press releases Useful links Conferences

You are here: <u>Home</u> > <u>Publications</u> > **Advice leaflet** - **Stress at work**

- > A-Z of work
- Rights at work
- E-learning
- > Training
- Our publications
- Resolving disputes
- > The Acas model workplace
- Equality and diversity
- Information and consultation
- Policy and research

Advice leaflet - Stress at work

What is stress?

The Health and Safety Executive (HSE) define stress as "the adverse reaction people have to excessive pressures or other types of demand placed on them".

Don't confuse positive pressure, which can create a 'buzz', and the harmful effects of pressure that is beyond a person's ability to cope.

Why do people talk about stress so much today?

There is a growing awareness of the importance of health and safety and recognition that healthy employees make a greater contribution to a business. People are more aware of the harmful effects of stress in workplaces but it is not new - psychologists have been studying stress since the 1950s.

Why do we need to tackle stress?

Stress is costly, especially for small firms where cover for sick employees is difficult to arrange. Stress can reduce the effectiveness of employees and lead to higher rates of



Related Pages:

- E-learning
- Training sessions

Downloads:

Tall version of the Advice leaflet - Stress at work [49kb]

home our company services therapies client benefits contact recruitment

'a burnt out workforce is an unproductive workforce'

elizabeth gyngell, hse official



stress causes 13.5 million sick days each year can YOU afford that?

the theraputic solution to stress at work

Our therapists are fully qualified for all of our on-site therapeutic work and selected for their caring nature & awareness of continual professional development in the workplace.

click to find out more...

- On-site massage
- Shiatsu
- Reflexology
- Homoeopathy
- Indian Head Massage

- Yoga & Pilates
- Reiki & Natural Healing
- Nutrition
- Thai Massage
- Kinesiology

workplace stress facts

No rise for union legal cases, but stress cases soar.

The TUC report January 2002

In todays society we are working longer hours. Thanks to technology, we can work on the bus, train or plane, as well as at home. Is is any wonder we are suffering as a consequence?

We offer the solution to your company by therapies within your



Home	Training & Consultancy	Subscribe	About Us	Contact Us			
Main Menu							
Homepage	In Equilibrium offer the following						
Stress Management Training & Consultancy	consultancy:						
Stress Management Resources	Stress Management for Managers						
Our Consultants	A Manager Managing Observation	Site Search					
Subscriber Benefits	 Managers Managing Stress (on Managers Managing Well-Being 						
Testimonials	Management Actions that Preven	Search for:					
Stress Case Studies	_	Preventing and Reducing Bullying and Harassment					
Contact Us	 Managing Difficult People 						
Site Map				Go			
	Stress Management for all Employ						
Stress Conference	 Lifestyle Management (one-day))		Pdf Leaflets			
28th Nov 2007	Tools & Techniques for Individual	•		About In Equilibrium			
Conference	 How to Increase Your Energy Le 	vels (one-day)		Managers Managing Stress			
Managing Stress at	 Preventing and Reducing Bullying 	ng and Harassment		Management Actions			



WELCOME TO THE INTERNATIONAL STRESS MANAGEMENT ASSOCIATION UK

About ISMA UK

National Stress Awareness Day

Articles from Stress News

Useful Books & Publications

Conference & Event Guide

Links

Help with Str_{Links}

ISMA in other Countries

Press Releases

Site Last Updated 08 May 2007 © ISMA (UK) January 1999 The International Stress Management Association ^{UK} is a registered charity with a multi-disciplinary professional membership. It exists to promote sound knowledge and best practice in the prevention and reduction of human stress. It sets professional standards for the benefit of individuals and organisations using the services of its members.

ISMA UK, PO Box 26 SOUTH PETHERTON TA13 5WY ENGLAND

Telephone 07000 780430 Registered Charity No. 1088103 Company limited by guarantee No. 4079657



Search ISMA UK

If you have any problems or comments contact ISMA Webmaster:





Latest breaking news & views from

National Strees

All latest media related



Talk to someone who will listen. Lines only open on National Stress Awareness Day 8am to 8pm.

0800 030 4786

send a smille e-card to make someone's day - click here >>

National Stress Awareness Day 7th November 2007

let's give stress a holiday...

The campaign aims to present a more positive, proactive and manageable approach to stress management. There are many causes of stress and when these build up they undermine our natural ability to cope, leaving us tired, and anxious, irritable and making stress more infectious.

The <u>"STRESS – DON'T LET IT GET TO YOU!"</u> campaign is designed to show how easy it is for stress to pollute our lives from one person to another. We want to demonstrate how positive actions can reverse that trend.

ISMA^{UK} have designed two A4 posters, available as PDF for easy printing, for you to display at your workplace or use within your own package. These are **Free of Charge** – just email <u>nsad@isma.org.uk</u> and we'll send them directly to you.



Biodots

Biodots — an aid to relaxation and stress management

Biodots are small self-adhesive, temperature sensitive discs that are placed on the skin to monitor the skin temperature.

Changes in skin temperature are due to changes in the amount of blood flowing through the skin. More blood flow – the skin is warmer; less blood flow – the skin is cooler.

When a person is tense the skin blood vessels constrict, reducing the blood flow; the Biodot will appear yellow, amber or black. When a person is calm and relaxed the skin blood vessels dilate, increasing blood flow; the Biodot will appear turquoise, blue or violet.

A colour interpretation chart is used to relate the colour of the Biodot to the level of relaxation and tension.



Biodots are particularly useful in biofeedback during

relaxation training and for motivating and providing reassurance to the user that they are achieving relaxation and tension reduction.

Home Products Contact Basket Checkout

Purchase Biodots

You can buy Biodots online from our secure store.

Biodots are manufactured to operate in two skin temperature ranges; 'normal' or 'low'. We recommend the use of **Normal Biodots** for most situations. However, in cold conditions and for users who have cold hands most of the time, we recommend the use of **Low Temperature Biodots**.

Please choose the quantity of Biodots that you would like to order — you will then be able to choose 'Normal' or 'Low Temperature'.

Biodots					
25 (inc 1 colour chart)	£4.75	Buy Now			
50 (inc 2 colour charts)	£8.50	Buy Now			
100 (inc 4 colour charts)	£14.75	Buy Now			
500 (inc 20 colour charts)	£62.50	Buy Now			
1000 (inc 40 colour charts)	£115.00	Buy Now			
Colour interpretation charts					
1	£0.12	Buy Now			
	C	Pusz Nam			

Stress Balls / Hearts

Stress Balls

Be Stress-wise with our soft foam stress balls. Squeeze to ease your stress. Bounce to trounce your stress. A simple way to help relieve



tension. Also ideal for juggling; a great way to unwind.

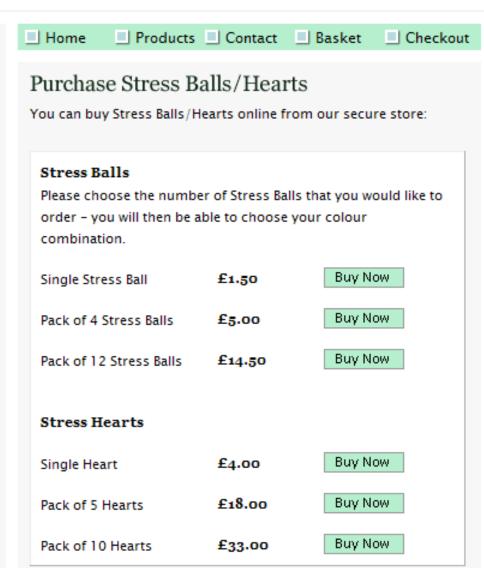
Stress Hearts

Our Stresswise high-density foam heart fits comfortably in the palm of the hand. Squeeze your tension away and take care of your heart. Heart



patients may find these helpful in managing their stress.

Foamballs



Postage and Packing

Delivery charges are **included** for UK orders. For details of overseas delivery, please read our <u>delivery terms</u>.

Reminders/Cues

Reminders/Cues

Our hearts act as cues to think about your heart and to help you manage your stress wisely and effectively. They can be helpful for those following a programme to prevent heart attacks.

Self-Adhesive Hearts

Detach a heart and attach it to something you look at regularly: a watch face or PC screen for example, or something you use frequently: car steering wheel or diary for example. They'll remind



you to practise your stress management techniques.

Stresswise Heart Paperclip

Put it where you'll see it everyday: your diary, calendar, bathroom mirror, car steering wheel, PC screen. It'll remind you about practicing time management, for example to slow down, to avoid



■ Products ■ Contact ■ Basket Home Checkout Purchase Reminders/Cues You can buy reminders/cues online from our secure store: Self Adhesive Red Hearts (32 hearts per strip) Buy Now £0.45 1 strip Buy Now 5 strips £2.00 Buy Now £3.75 10 strips Red Plastic Stresswise Heart Paper Clips Buy Now £0.25 Buy Now 5 £1.00 Buy Now 10 £1.75 **Red Foam Hearts** Buy Now £4.00 £18.00 Buy Now 5 Buy Now £33.00 10 Postage and Packing

Delivery charges are included for UK orders. For details of



The UK's leading stress training product company



Home Catalogue Search Training Login



10 Dot Stressdot Card™

Ref: 1

Stressdot Card™ with 10 Stress Dots™.

The perfect stress relief product which gives you instant feedback on your stress levels.

How do Stressdots™ work?

When you are stressed there is an increase in muscle tension, the blood vessels near the skins surface constrict and the temperature of your hands and feet decreases. Similarly as you relax, your hands and feet become warmer as the blood flows more freely. The colour changes of the Stressdot™ simply and graphically demonstrate the changes in the body's stress levels.

How accurate are Stressdots™?

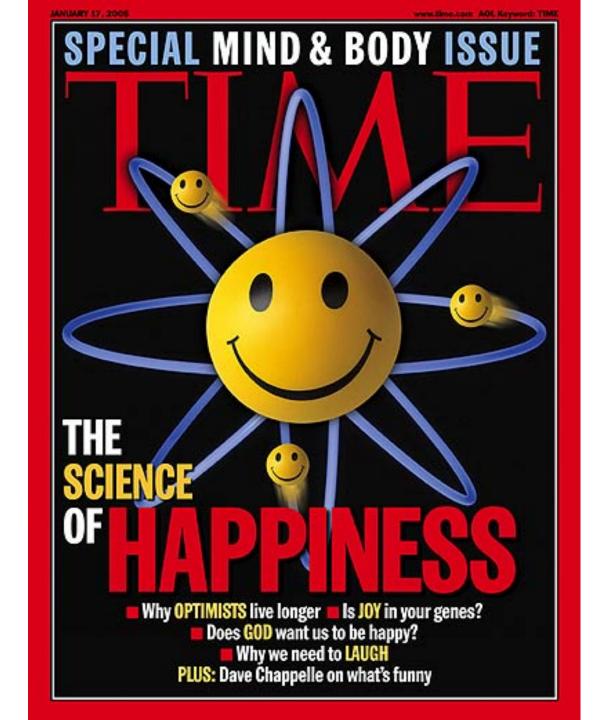
Medical research has proved that changes from a state of relaxation to one of stress, can be measured by changes in skin temperature, within temperature range of 82F to 92F. In tests, Stressdots™ have proved within this band to be as accurate as a medical thermometer.

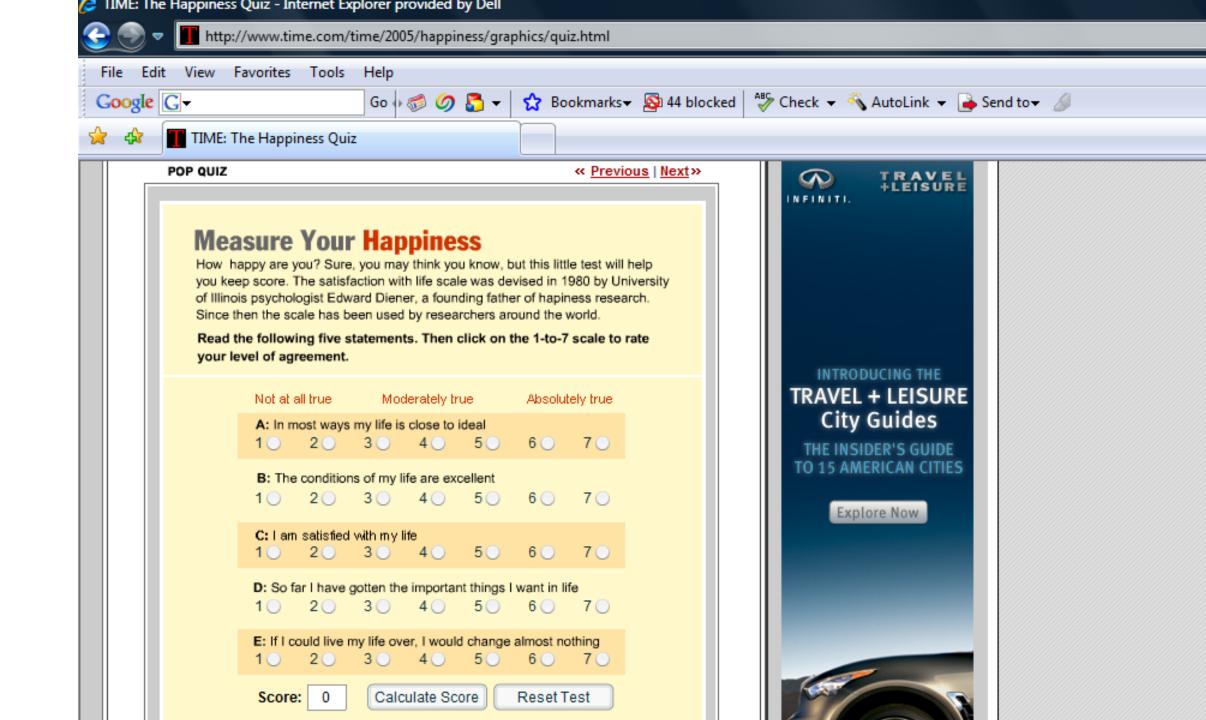
Quantity	2 - 10	11 - 20	21 - 50	51 - 100	101 - 200	201 - 500
Price	2.49	2.19	2.05	2.00	1.95	1.85

For larger quantities, please contact us directly.

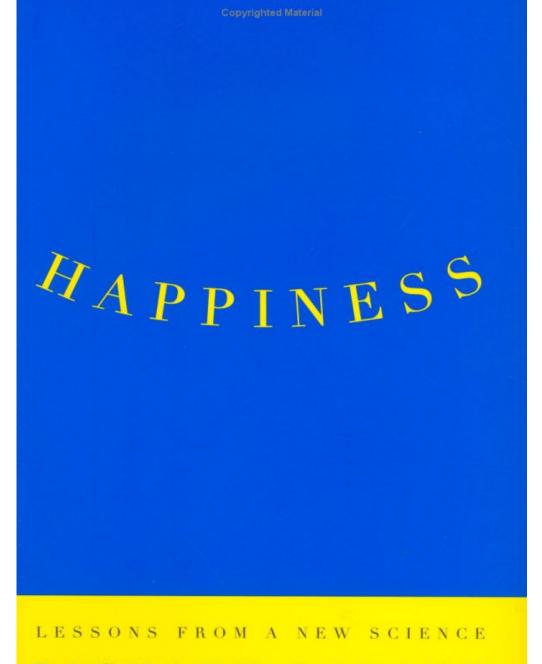
Bury 2 @ C 2 42

Add to Cart





Using the New Positive Psychology to Realize Your Potential for Lasting **Fulfillment** Authentic "At last, psychology gets serious about glee, fun, and happiness. **Martin Seligman** has given us a gift." Martin E. P. Seligman, Ph.D. Bestselling author of Learned Optimism



RICHARD LAYARD

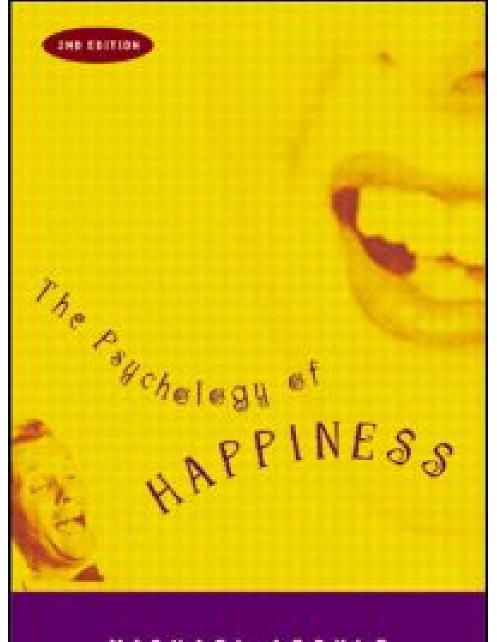
Happy for No Reason

7 Steps to Being Happy from the Inside Out



#1 New York Times
bestselling coauthor of
Chicken Soup for the
Woman's Soul and a featured
teacher in The Secret

Marci Shimoff



MICHAEL ARGYLE

DANIEL NETTLE

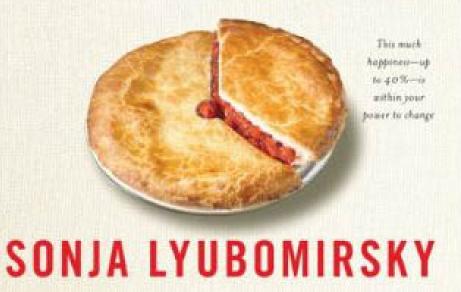


Happiness

The science behind your smile

THE HOW HAPPINESS

A SCIENTIFIC APPROACH
TO GETTING THE LIFE YOU WANT





Positive Psychology Center

- **▶** Home
- Learn About Positive Psychology
- Opportunities
- Conferences
- ▶ Educational Programs
- Resources for Teachers
- Resources for Researchers
- PPC Research
- Links
- ▶ About Us

Positive Psychology is the scientific study of the strengths and virtues that enable individuals and communities to thrive. The Positive Psychology Center promotes research, training, education, and the dissemination of Positive Psychology. This field is founded on the belief that people want to lead meaningful and fulfilling lives, to cultivate what is best within themselves, and to enhance their experiences of love, work, and play.

Positive Psychology has three central concerns: positive emotions, positive individual traits, and positive institutions. Understanding positive emotions entails the study of contentment with the past, happiness in the present, and hope for the future. Understanding positive individual traits consists of the study of the strengths and virtues, such as the capacity for love and work, courage, compassion, resilience, creativity, curiosity, integrity, self-knowledge, moderation, self-control, and wisdom. Understanding positive institutions entails the study of the strengths that foster better communities, such as justice, responsibility, civility, parenting, nurturance, work ethic, leadership, teamwork, purpose, and tolerance.



Some of the goals of Positive Psychology are to build a science that supports:

- Families and schools that allow children to flourish
- Workplaces that foster satisfaction and high productivity
- Communities that encourage civic engagement
- Therapists who identify and nurture their patients' strengths
- The teaching of Positive Psychology
- Dissemination of Positive Psychology interventions in organizations & communities

Participate in Online Research

Username		
Password	login	

REGISTER

QUESTIONNAIRES

RESOURCES

NEWSLETTERS

Forgot password?

Questionnaires Center

These questionnaires measure character strengths and aspects of happiness. All are yours to use at no charge. For each one, you'll immediately receive your score and see how it compares to the scores of others who have used this website. We'll keep a record of your scores, so that you can return later and see how far you've progressed. To see your earlier scores, log in and choose the Test Center link.

You must complete our free registration form to use the questionnaires. Once you are registered, you may log in whenever you like to use them again or view your scores.

Your responses to these questionnaires will be used in research about happiness, but your e-mail address, name, and password will not be included with them. We use them only to give you access to your own records and to send information about the website, if you agree to receive our e-mails.

Featured Questionnaire:

VIA SIGNATURE STRENGTHS QUESTIONNAIRE

Measures 24 Character Strengths

Questionnaire and classification of strengths are the work of the Values in Action Institute (VIA), under the direction of Drs. Martin E. P. Seligman and Chris Peterson, and funding for this work has been provided by the Manuel D. and Rhoda Mayerson Foundation. © 2002 Values in Action Institute. Used with permission.

Emotion Questionnaires:

AUTHENTIC HAPPINESS INVENTORY QUESTIONNAIRE

Measures Overall Happiness

Questionnaire is © 2005 Chris Peterson, University of Michigan. Used with permission.

Meet Dr. Seligman

Dr. Seligman's main mission has been the promotion of the field of Positive Psychology. This discipline includes the study of

the study of positive emotion, positive character traits, and positive institutions. Dr. Seligman is now turning his attention to training Positive Psychologists, individuals whose practice will make the world a happier place, parallel to the way clinical psychologists have made the world a less unhappy place.

make a difference..

AUTHENTIC HAPPINESS Seeking Research Participants

learn how you can help

Read full bio ...



CEC D 0....

School of Behavioral and Organizational Sciences

How to Apply to CGU

Go

CGU Home » Academic Programs » Behavioral & Organizational Sciences » Academic Programs » Positive Psychology



Academic Programs

Cognitive Psych

Developmental Psych

Evaluation

Search

Health Behavior Research

Human Resources Design

Human Resources Development & Evaluation

I/O Psych & Organizational Behavior.

Positive Psychology

Positive Developmental Psychology

Positive Organizational Psychology

Positive Psychology in the News

Public Policy & Evaluation

Social Psych

More About the MA in Psychology

Positive Psychology

Positive Psychology emerged at the beginning of the new millennium as a movement within psychology aimed at enhancing human strengths such as creativity, joy, flow, responsibility, and optimal performance and achievement. Most study of human behavior has focused mainly on what goes wrong in human affairs: aggression, mental disease, failure, and so

on. While it is essential to study and contain such pathologies, it is equally important to understand those aspects of human experience that make life worth living.

The School of Behavioral and Organizational Sciences (SBOS) at Claremont Graduate University offers the first Ph.D. and M.A. concentrations in the Western United States focused on the Science of Positive Psychology. CGU first leapt into the forefront of research





CGS IS A DIVISION OF THE SCHOOL OF ARTS & SCIENCES.



Home | Programs | Contact | Apply | Resources | Course Guides | Calend

PROGRAMS

Undergraduate Programs

Post-Baccalaureate Programs

Graduate Programs

- ** Master of Environmental Studies
- Master of Science in Applied Geosciences
- Master of Liberal Arts
- MPhil in Liberal Arts
- Non-Traditional Graduate
 Studies
- Master of Applied Positive Psychology

Master of Urban Spatial

Master of Applied Positive Psychology

Listen to the MAPP Virtual Information Session

You are invited to listen to an archive of the Virtual Information Session about the Master of Applied Positive Psychology program that took place on Thursday, November 9, 2006. MAPP administrators, faculty, and current students were on the call to describe the program in detail and to answer questions. Additionally, brand new alumni from the program described ways they are applying their MAPP degree in their various professions.

Admis

<u>Alumn</u>

<u>Applica</u>

Certifi

Contac

Curric Downl

Faculty

Online

Reque

Sched

Tuition

Center

MAIN MENU **PROGRAMS** Online Degree **Programs** Degree by Self-Design Program Degree Completion/ PLA Program Certificate Programs Continuing Education **Programs** LEARN MORE Request Information Tuition FAQ's Accreditation Admissions Faculty Classroom Additional Info Home APPLY ONLINE



Masters in

POSITIVE PSYCHOLOGY

Online Degree Program

Our online distance education program offers students the opportunity to study a comprehensive curriculum in the Positive Psychology graduate degree program. Positive Psychology has seen a rapid expansion of organizational development and applications of positive psychology to improve human services, education, government organizations and health care.

Through this program you will learn the skills needed to succeed in this field. All of the courses are focused on the degree major thus allowing students maximum learning in the core courses and the education needed today to succeed in a successful Positive Psychology career.

Students begin with the study of assessment, human strength, interventions and coaching. The specialty course allows students maximum opportunities to experience the real world. Several career fields this degree will prepare you for are:

- * Coaching and Mentoring
- * Consultant
- * Education and Training
- * Research

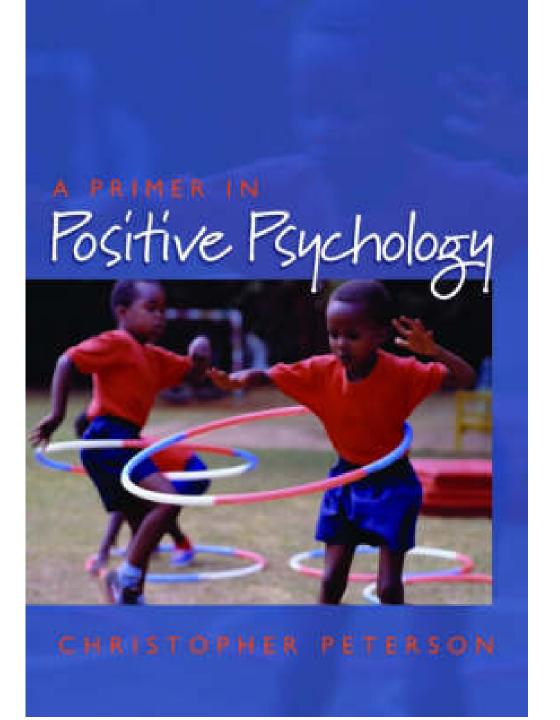
The prerequisites for this program are: an earned bachelor degree in psychology, social services, counseling or a related behavior field.

The online curriculum offers an innovative approach to higher education Enrollment is open and students may begin the program at any time. All courses are provided in online classrooms, with

HANDBOOK OF POSITIVE PSYCHOLOGY

EDITED BY

C. R. SNYDER HANE J. LOPEZ





The Scientific and Practical Explorations of Human Strengths



C.R. Snyder & Shane J. Lopez

THE REAL PROPERTY.

Milater 2 Instantil

October 2007

Positive Psychology

Dedicated to furthering research and promoting good practice

Editor-in-Chief Robert A. Emmors



Ilona Boniwell

Positive Psychology in a Nutshell

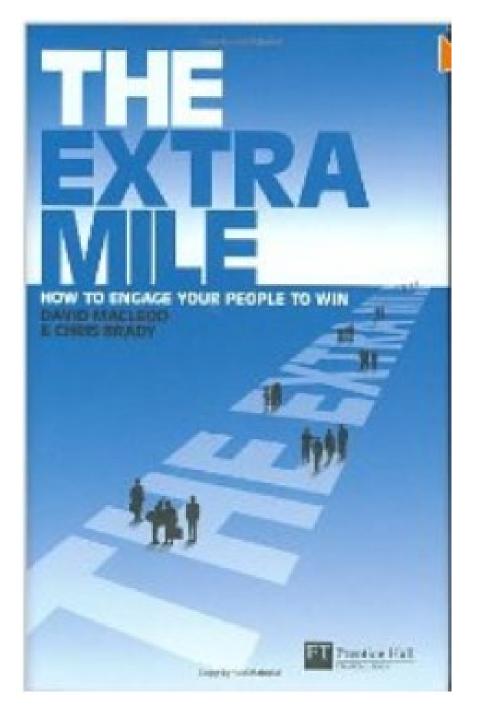


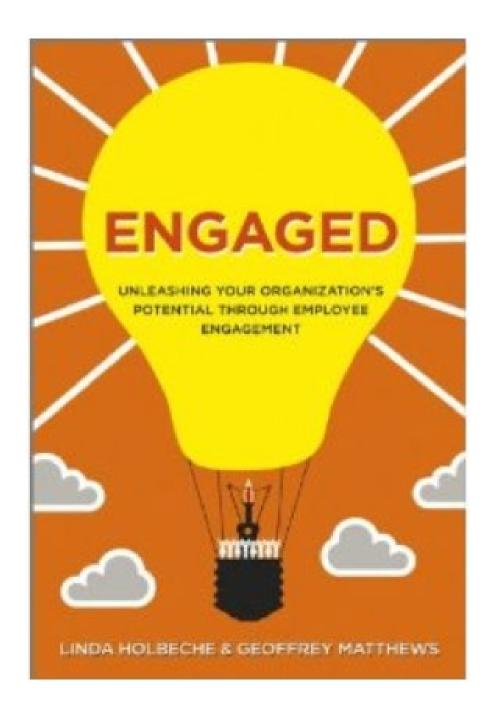


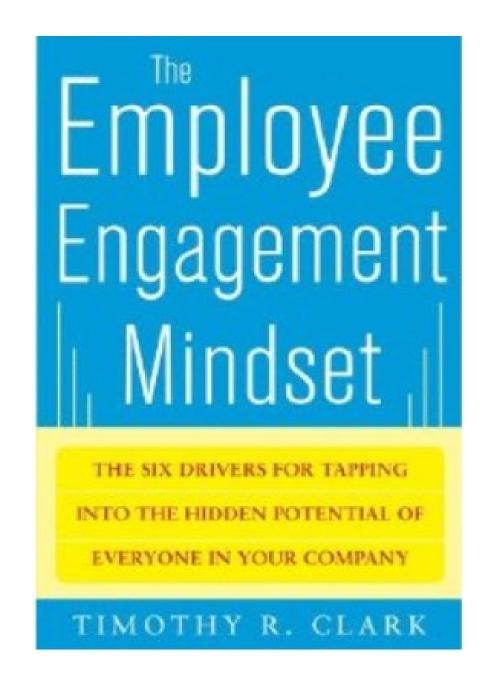
Engaging for Success:

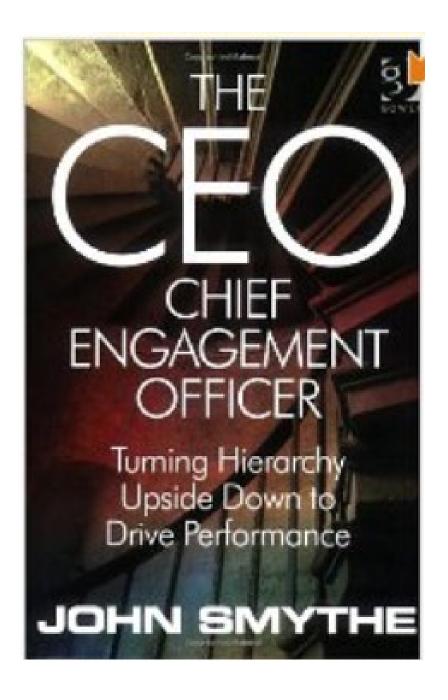
enhancing performance through employee engagement

A report to Government by David MacLeod and Nita Clarke



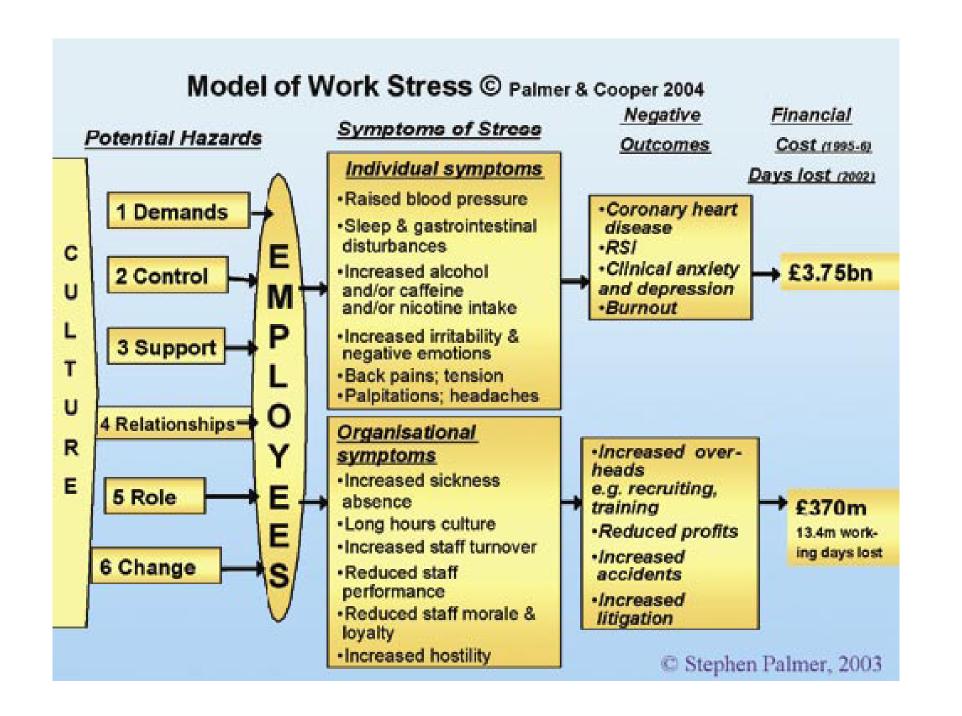


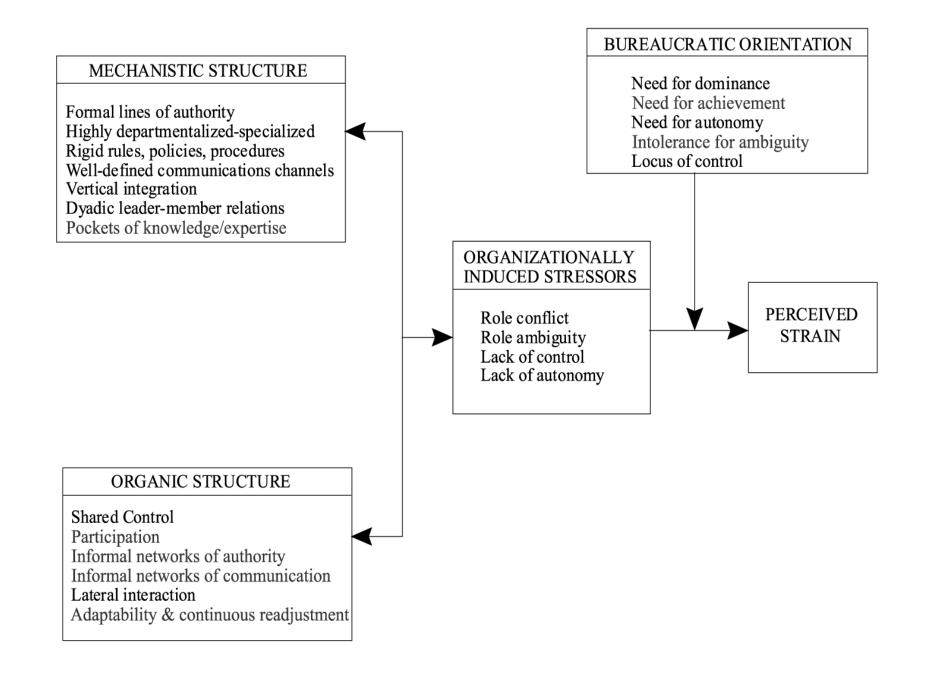


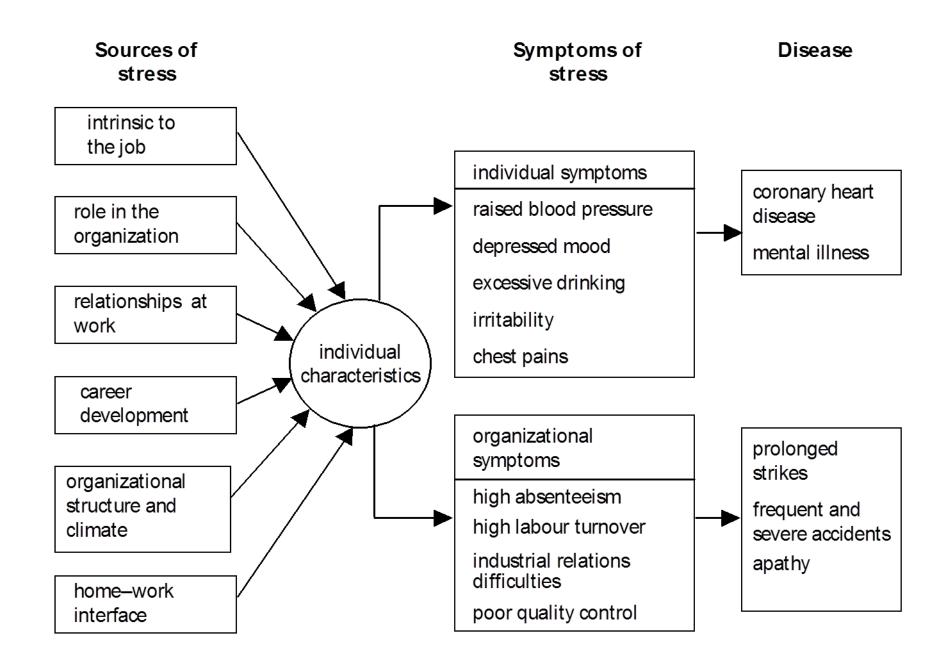


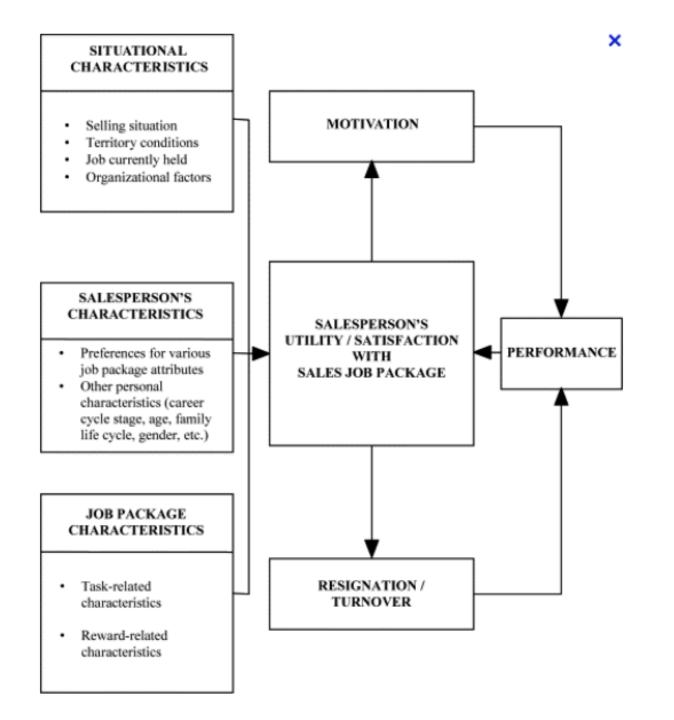
What's the theory? Causes and effects of well-being

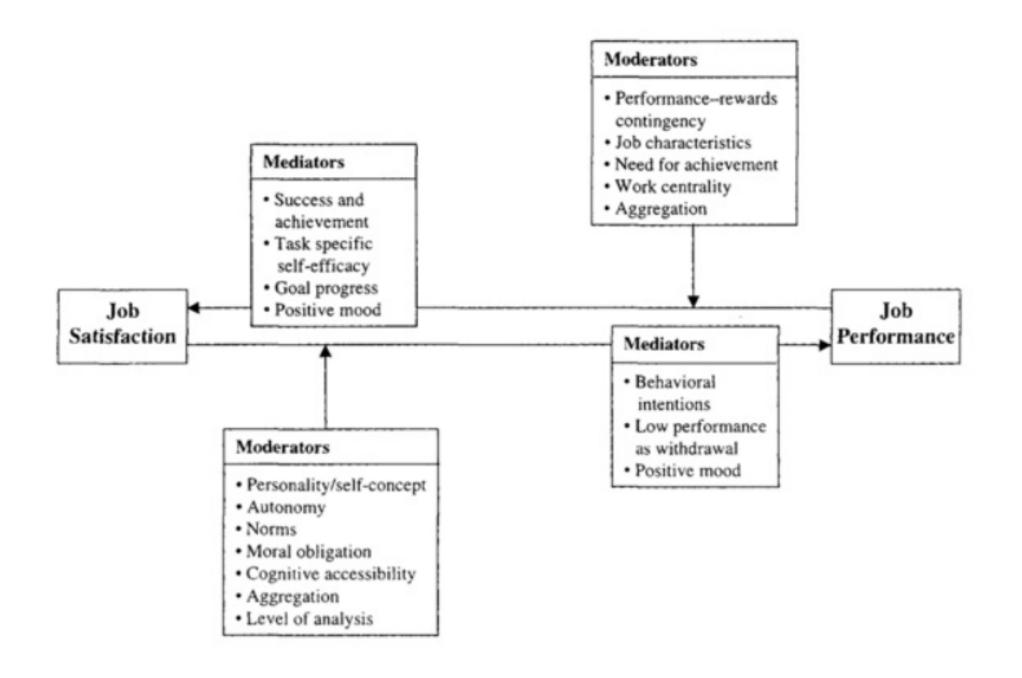
Exactly how do stress, satisfaction, engagement work?

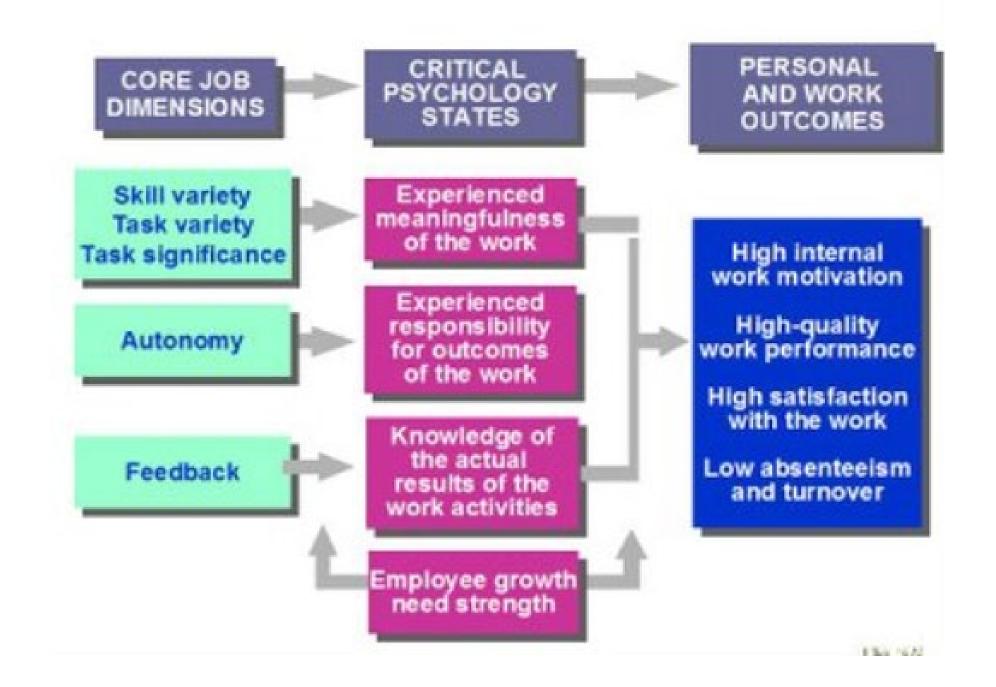


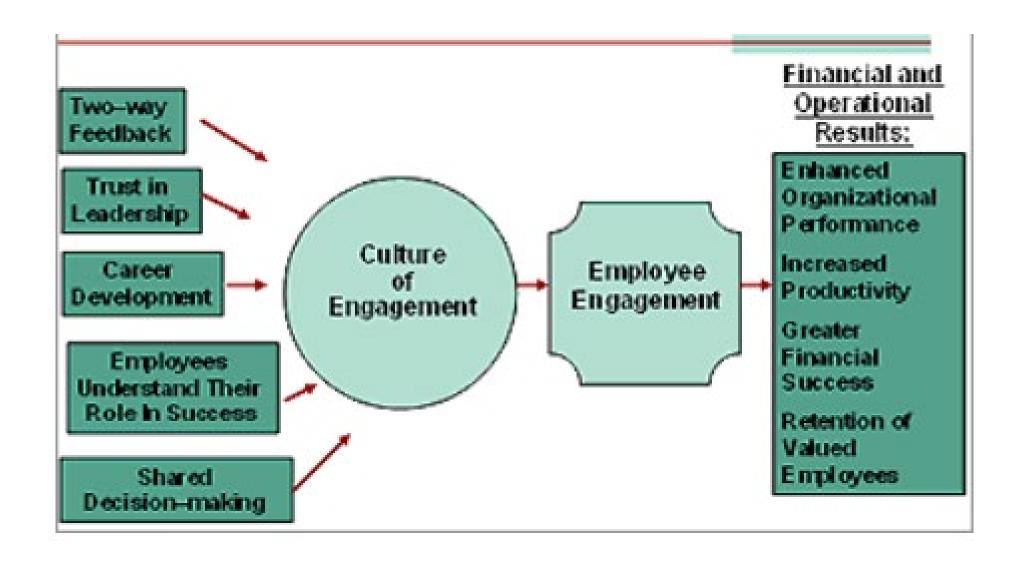




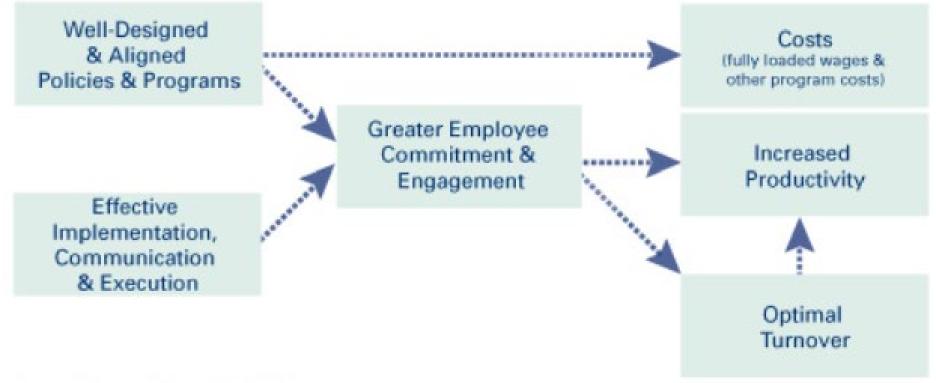








Human Capital Employee Attitudes Superior Financial Performance



So what's the theory?

- Good things at work make people feel good and this is good for them, their performance and the organization
- Bad things at work make people feel bad and this is bad for them, their performance and the organization
- "For every complex problem there is an answer that is clear, simple and wrong." (Mencken)

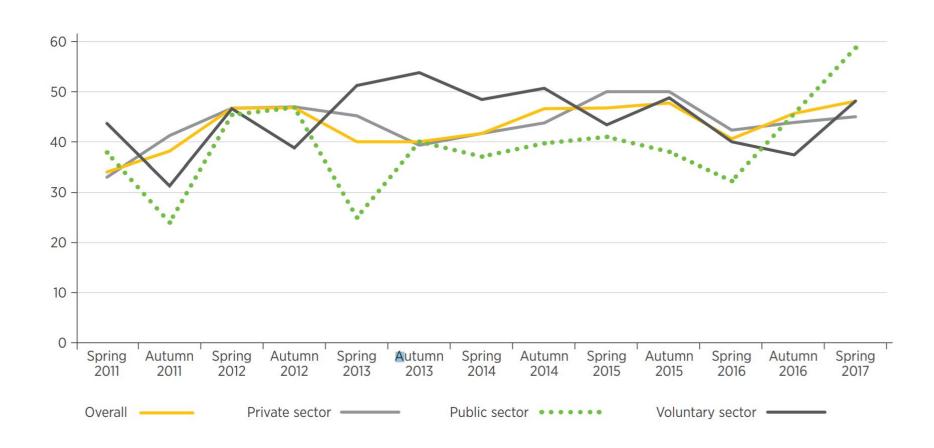
Four common myths about work and psychological well-being

- Psychological well-being at work is getting worse
- Psychological well-being is A (single) Thing
- More well-being is always better
- Work conditions necessarily have a large impact on psychological well-being
- Feeling good is good and feeling bad is bad

1. Psychological well-being at work is getting worse

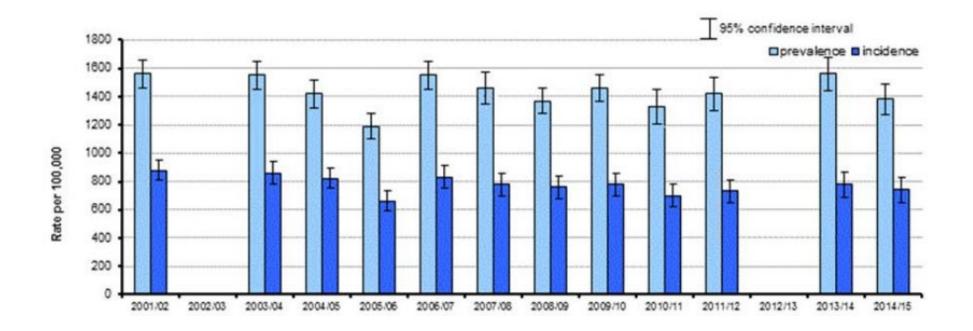
- ◆ Job satisfaction in across UK workforce relatively stable
- Stress, depression or anxiety caused or made worse by work relatively stable

CIPD Employee Outlook



HSE data

Figure 1. Estimated prevalence and incidence rates of stress, depression or anxiety caused or made worse by work, for people working in the last 12 months.



So what?

- Don't assume there's some broader national decline or crisis in psychological well-being at work
- ◆ Need to check trends in *your* organization and check if they are meaningful

2. Psychological well-being is A (single) Thing

Subjective well-being

- General life satisfaction
- Emotions short-term very specific reactions (anger, fear, joy, shame)
- Moods longer-term less reactive (positive affect [happiness], negative affect [anxiety])

Psychological well-being

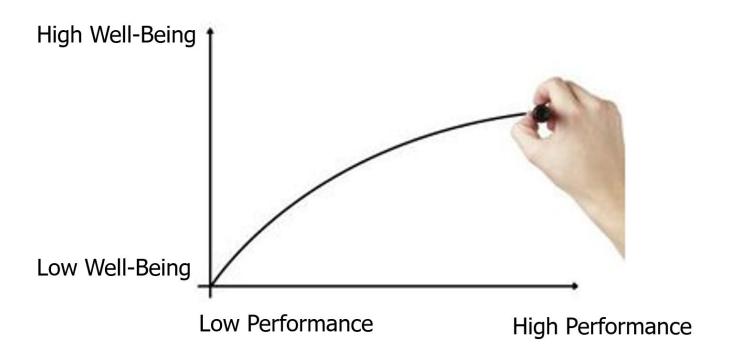
- Autonomy
- Personal growth
- Self-acceptance
- Life purpose
- Mastery
- Positive relations
- Clinical conditions/mental health (e.g., clinical depression)

So what?

- ◆ It does matter what you call things
- All these different aspects of psychological well-being are different and not necessarily related at all
- Beware the idea that lower levels of, for example, anxiety lie on the same continuum or scale as a mental health condition like anxiety disorder
- Need to focus on specific aspects of well-being

3. More well-being is always better

◆ It is highly unlikely that the link between well-being and outcomes (e.g., performance is linear) – matters up to a point, then not so much



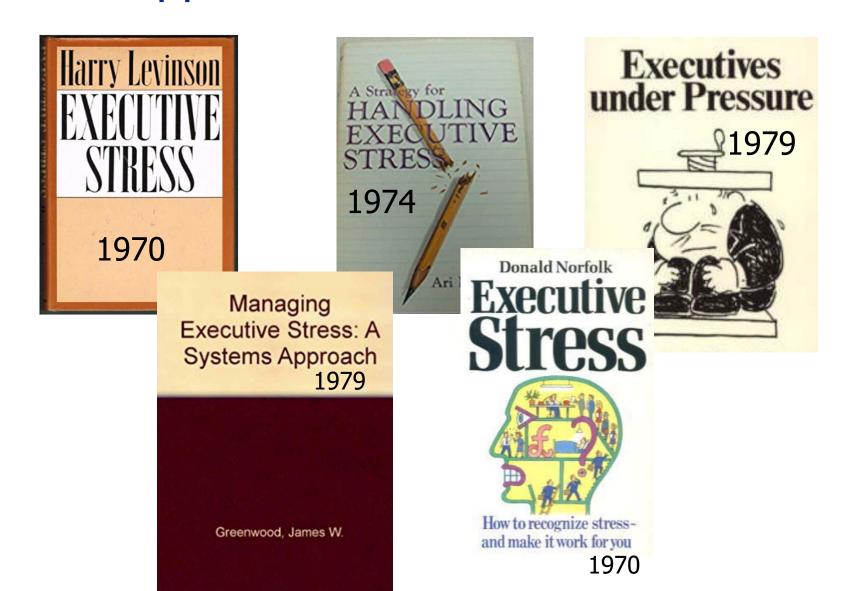
So what?

 Need to find out for your organization whether there is a link between levels of *specific* aspects of well-being and *specific* outcomes

4. Work conditions necessarily have a large impact on psychological well-being

- Pre-existing health and psychological conditions of individuals
- Personality
- ◆ Wider economic environment
- Family and other nonwork demands
- Support and provision from state and elsewhere
- Cultural shifts (e.g., meaning of work, identity, meanings of health and well-being)
- ◆ Socioeconomic status (remember executive stress?)

Whatever happened to executive stress?



So what?

- ◆ The well-being you observe in your organization may be little or nothing to do with what's going on in the workplace
- Therefore your ability to intervene to change well-being because so many other things determine well-being
- ◆ In general work is good for well-being so trickier to intervene to improve something that is already generally having a positive impact

5. Feeling good is good and feeling bad is bad

- Positive well-being not necessarily good for performance and vice versa
 - Negative feelings not necessarily bad (e.g., as sources of information, focused concentration)
 - Positive feelings not necessarily good (e.g., pride comes before a fall, inhibit critical thinking)
 - High performance needs a mix of both positive and negative
 - Most things we do and are proud of and identify with were not wholly positive

So what?

- Managing well-being is not simply about improving positive and diminishing negative – it's more nuanced
- Creating meaningful work and meaningful workplaces is not just about creating positive feelings – challenge, difficulty, anxiety, loss all part of it

My assumptions: Psychological well-being professionals should...

- ...do stuff that addresses important psychological well-being problems and opportunities (rather than trivial issues)
- ...do stuff that is more likely to work (rather than stuff that is unlikely work or has little effect)
- Do you agree? If so, how are we going to do that?

The simple answer is evidence-based practice (or something like it)

- ◆ Gather quality assessed evidence from multiple sources about the likely problem (or opportunity) and only if you're fairly sure it's important...
- Gather quality assessed evidence from multiple sources about the likely solution
- Only by doing this can we do what's important and what's more likely to work

Reflection – what are you doing around psychological well-being and why?

- Do you have good quality evidence from multiple sources about your well-being problems or opportunities?
- Do you have good quality evidence from multiple sources about likely solutions?
- Do you have good quality evidence about whether or not your interventions are working?

In conclusion

- ◆ There's no shortage of activity around well-being at work
- But there are important concerns about the effectiveness and value of this activity
- Asking more and better questions and trying to answer them
 - rather than just doing stuff will improve our practice





Questions? Comments? Thoughts?

r.briner@qmul.ac.uk

Rob B Briner

@Rob_Briner