

FHD

Fachhochschule Dresden
Staatlich anerkannte Hochschule
University of Applied Sciences

health in leading staff - skills of the guiding staff

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Leading and Health

Agenda

1. Introduction
2. Protecting health as a leading task
3. Transformational leadership
4. Leading intervention for health

Changes at our work life

Globalization

Technologic

Flexibility



impact on health

Protecting health as a leading task

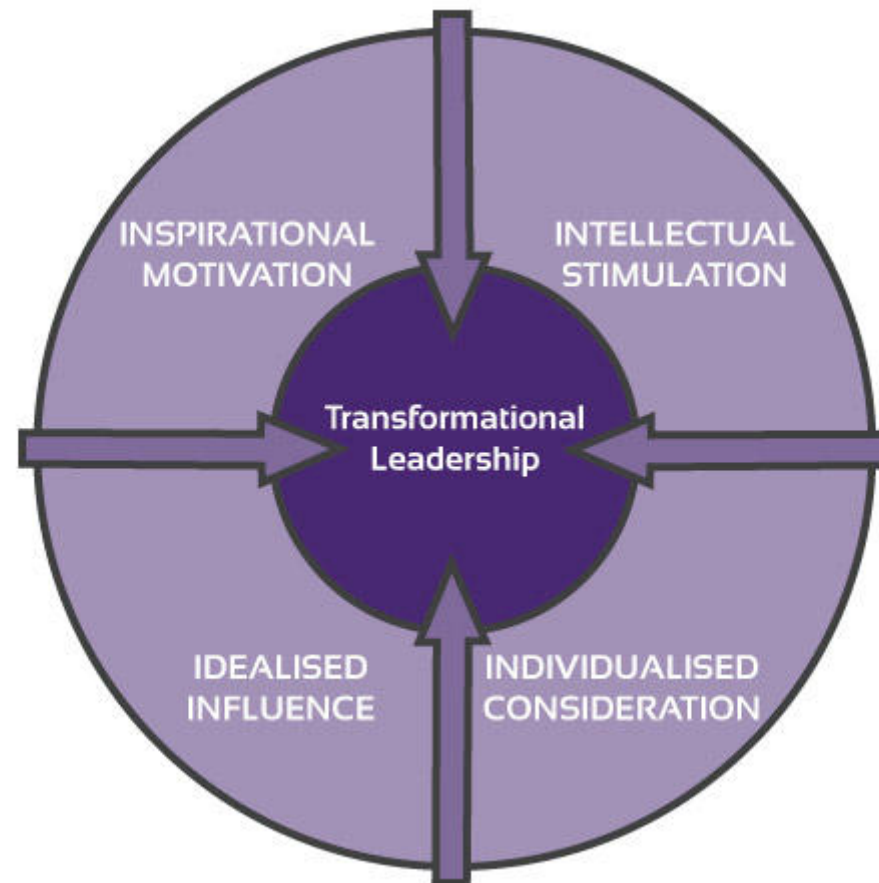
Which style of leading is healthy?

| Good relation between staff and leader | Social support of the leader |
|---------------------------------------------------------|---------------------------------------------------------------------------------------|
| negative relation to Burnout, feeling of stress at work | negative relation to huffiness, psychosomatic illness, depressiv symptoms and Burnout |
| Positive correlation to subjective well-being | |

Quelle: Franke et al., 2011

Transformational leadership

Leading and Health



source: <https://blogpsychology.files.wordpress.com/2014/04/transformational-leadership.jpg>

Transactional Vs Transformational Leadership

| Transactional Leadership | Transformational Leadership |
|-------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Leaders are aware of the link between the effort and reward | Leaders arouse emotions in their followers which motivates them to act beyond the framework of what may be described as exchange relations |
| Leadership is responsive and its basic orientation is dealing with present issues | Leadership is proactive and forms new expectations in followers |
| Leaders rely on standard forms of inducement, reward, punishment and sanction to control followers | Leaders are distinguished by their capacity to inspire and provide individualized consideration, intellectual stimulation and idealized influence to their followers |
| Leaders motivate followers by setting goals and promising rewards for desired performance | Leaders create learning opportunities for their followers motivate and stimulate followers to solve problems |
| Leadership depends on the leader's power to reinforce subordinates for their successful completion of the bargain | Leaders possess good visioning, rhetorical and management skills, to develop strong emotional bonds with followers |
| Leaders often use technical knowledge to determine the change process | Leaders search for adaptive solutions to engage hearts and minds in the change process |

source: <http://dk-consulting.co/t/ZUNU7D0d>

Leading and Health

- Impacts on health:
 - positive relation to well-being and psychical health
 - negative relation to stress, huffiness, Burnout and emotional exhaustion

Quelle: Franke et al., 2011

Leading intervention for health

Leading and Health

| Government | company | individual |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> • Education for health • Laws for Work-Life-Balance • networking • Trainings at school for social competence • Trainings for self-management • Feedback of competences | <ul style="list-style-type: none"> • Work-Life-Balance actions • Trainings (z.B. problem solving, dealing with stress, Outdoor-Trainings, self-management) • Transformational leadership • Trust management • discussion between employers and employees • Conflict-management • Social supporting • Information • Feedback of skills and performance • participation and freedom of action • Explanation of the working roles and responsibilities | <ul style="list-style-type: none"> • Using Work-Life-Balance-offers • Learn to regulate yourself in your emotions • Collect feedback for skills and performance • Optimistic attitude • problem solving: coping in part steps, self-management-Trainings • Objectives and priorities • Learn skills to ask for supporting, networking and keep friends |

Leading and Health:
Dealing with stressors

workplace health promotion

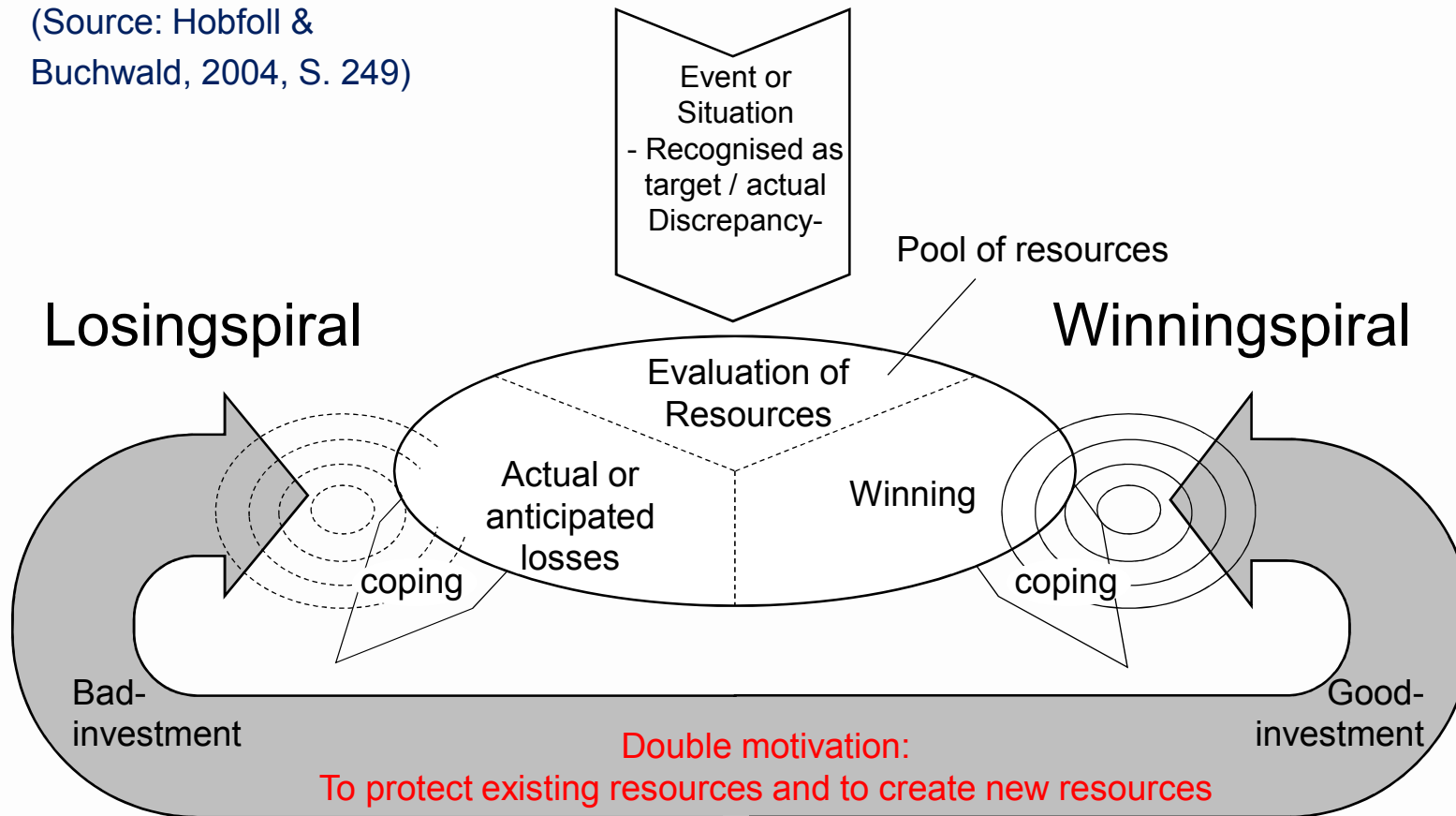


Source: https://oshwiki.eu/images/9/94/RO_11_06_8_fig_1.jpg

Leading and Health:
 Dealing with stressors

Conservation of Resources (COR) Model (Hobfoll, 1989)

(Source: Hobfoll &
 Buchwald, 2004, S. 249)



Leading and Health: Dealing with stressors

Search on resources: Quelle: Knospe, 2013

Does Resources help to stay mental healthy?

Method: 6 Resources

- Healthy working behavior
- Self-efficacy
- Resilience
- Selfmanagement
- Problem solving/coping
- Social support

Leading and Health: Dealing with stressors

Resources – decrease psychological health risks

Table: Odds-Ratio of health variables based on the resource index as a result of logistic regression model, Referenz category: 6 resources

** significant at the 1% level (Source: Knospe, 2013)

| Health variables | Resource index | Regression coefficient | Significant | Exp(B) = OR |
|------------------------|----------------|------------------------|-------------|---------------|
| High stress perception | Less than 5 | 3,178** | ,000 | 24,000 |
| | 5 Resources | 2,317** | ,000 | 10,141 |
| Burnout symptoms | Less than 5 | 2,802** | ,000 | 16,483 |
| | 5 Resources | 1,885** | ,000 | 6,587 |

Führung und Gesundheit: Literaturauswahl

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Thank you!