



Preventive actions and strategies to minimize negative psychological health impacts of restructuring

Professor Karina Nielsen
The National Research Centre for the Working
Environment

Objective

- Identify strategies that can be used to manage restructuring minimizing negative impact on job insecurity, health and well-being

How?

- Obtained information from employee representatives, managers, HR, and occupational health consultants
- Workshops in Denmark, Finland, the Netherlands, and Poland
 - Denmark: 27 representatives from public and private sector
 - Finland: 14 participants from paper and pulp industry
 - The Netherlands: 15 representatives from public and private sector
 - Poland: 16 participants from private and public sector

What?

- Initiatives to manage restructuring
 - Individual
 - Group
 - Leader
 - Organisation

Three themes

- Communication
 - Information
 - Dialogue
 - Understand why change is needed
- Participation
 - Ownership
 - Use of expertise
 - Integration
 - Empowerment and learning
- Support
 - Instrumental
 - Emotional
 - Appraisal
 - Informational

Communication I

- Individual
 - Face-to-face contact
 - Role now and role in the future
- Group
 - ‘Venting’ meetings
 - Develop communication plan

Communication II

- Leader
 - Steering groups
 - ‘Talk papers’
- Organisation
 - Overall communication plan
 - Oral, written, one-way, dialogue
 - Target information
 - Adjust and readjust
- Key points: Repetition and development

Participation I

- Individual

- Influence on their future role

Group

- Influence on their tasks and responsibilities
- Influence on the process

Participation II

- Leader
 - Several roles. Drivers of change and affected
 - Authority to make decisions and implement changes
- Organisation
 - Risk assessment before change
 - Risk assessment during change
- Key point: Making the ‘new’ organisation work is a joint responsibility

Support I

- Individual level
 - Coaching and mentoring
 - Competence mapping
 - Training
- Group
 - Transition rituals
 - Mobile support unit
 - Well-being coordinator
 - Mapping competencies
 - Training

Support II

- Leader
 - Coaching and mentoring
 - Training
 - Communication
 - New role
 - Change management
- Organisation
 - Employability
 - Appraisals
- Key point: Ressource building

In conclusion:

- Initiatives should:
 - Foster understanding of why change is needed
 - Increase proactivity
 - Decrease job insecurity
 - Ensure reasonable job demands
 - Promote good social climate
 - Enhance personal resources

Thank you for your attention!

kmn@nrcwe.dk